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Army Special Operations Forces

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Army Special Operations Forces

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Preface

Field Manual (FM) 3-05 is an Army keystone publication and the integrating manual for United States (U.S.) Army special operations forces (ARSOF). The acronym ARSOF represents Special Forces (SF), Rangers, Special Operations Aviation (SOA), Psychological Operations (PSYOP), and Civil Affairs (CA)—all supported by the Sustainment Brigade (Special Operations) (Airborne) (SB[SO][A]).

PURPOSE

FM 3-05 describes the ARSOF strategic landscape, fundamentals, core tasks, capabilities, and sustainment involved in the full range of military operations. This manual serves as the doctrinal foundation for subordinate ARSOF doctrine, force integration, materiel acquisition, professional education, and individual and unit training. This manual is the keystone for the entire family of current and proposed ARSOF manuals (Figure Preface-1, page vi).

SCOPE

This manual describes the principles, fundamentals, guidelines, and conceptual framework to facilitate interoperability and the doctrinal foundation for the development of subsequent tactics, techniques, and procedures (TTP); doctrine; and training literature. This Army keystone manual complements and is consistent with joint and Army doctrine. It provides the linkage from joint special operations (SO) and Army doctrine to ARSOF doctrine; therefore, great effort has been made to integrate joint and Army concepts and terminology into this manual. ARSOF are routinely committed to operational missions across the full range of military operations.

APPLICABILITY

FM 3-05 provides the joint and land component force commander and his staff a broad understanding of ARSOF. This manual also provides guidance for ARSOF commanders who determine the force structure, budget, training, materiel, and operational requirements necessary to prepare ARSOF to conduct their core tasks. This Service doctrine is consistent with joint doctrine.

This publication applies to the Active Army, Army National Guard (ARNG)/Army National Guard of the United States, and United States Army Reserve (USAR) unless otherwise stated.

ADMINISTRATIVE INFORMATION

This manual is unclassified to ensure Armywide dissemination and to facilitate the integration of ARSOF in the preparation and execution of campaigns and major operations. Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men. The proponent of this manual is the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). Submit comments and recommended changes to Commander, USAJFKSWCS, ATTN: AOJK-DTD-JA, Fort Bragg, NC 28310-5000, or by e-mail to JAComments@soc.mil.

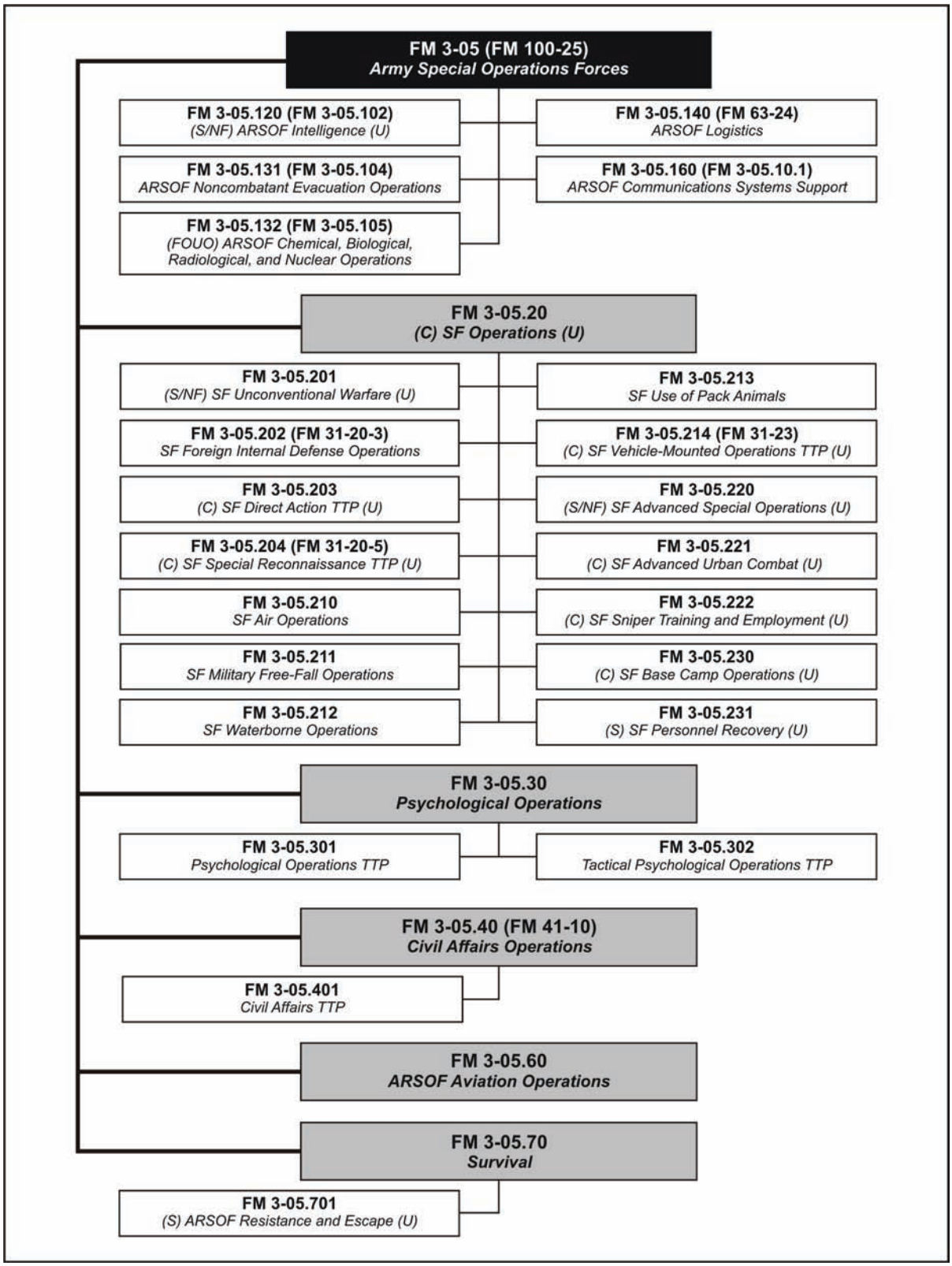

Figure Preface-1. ARSOF doctrinal and training publications architecture

Chapter 1
Overview

The world remains a dangerous place, full of authoritarian regimes, terrorist organizations, and criminal interests whose combined influences extend the realm of human suffering. They foster an environment for extremism and the drive to acquire asymmetric capabilities and weapons of mass destruction (WMD). The threats to peace and stability are numerous, complex, oftentimes linked, and sometimes aggravated by natural disaster.

The spectrum of likely operations describes a need for ARSOF in joint, combined, and multinational formations for a variety of missions—from humanitarian assistance to major theater wars, including conflicts involving the potential use of WMD. ARSOF are responsive and dominant at every point on the spectrum. They provide to the Nation an array of deployable, agile, versatile, lethal, survivable, and sustainable formations, which are affordable and capable of rapidly reversing the conditions of human suffering and decisively resolving conflicts.

ARSOF IN SUPPORT OF THE WAR ON TERRORISM

1-1. The U.S. military is engaged in one of the most challenging periods in its history. ARSOF are, and will be for the near future, continuously engaged against terrorists whose goal is the destruction of American freedoms and the American way of life.

1-2. United States Special Operations Command (USSOCOM) is the lead combatant command (COCOM) for planning, synchronizing, and, as directed, executing global operations against terrorist networks in coordination with other combatant commanders (CCDRs). Commander, United States Special Operations Command (CDRUSSOCOM) leads a global collaborative planning process leveraging other COCOM capabilities and expertise that results in decentralized execution by both USSOCOM and other COCOMs against terrorist networks. Internally, USSOCOM considers its role in the process of synchronizing Department of Defense (DOD) efforts in the War on Terrorism (WOT) to be a core task of its headquarters (HQ), with specific responsibilities including—

- Integrating DOD strategy, plans, intelligence priorities, and operations against terrorist networks, as designated by the Secretary of Defense (SecDef).
- Planning campaigns against terrorist networks and exercising command and control (C2) of operations in support of selected campaigns, as directed.
- Prioritizing and synchronizing theater security cooperation activities, deployments, and capabilities supporting campaigns against designated terrorist networks in coordination with the geographic combatant commanders (GCCs).
- Providing military representation to U.S. national and international agencies for matters related to U.S. and multinational campaigns against designated terrorist networks, as directed by the SecDef.
- Planning operational preparation of the environment (OPE); executing OPE or synchronizing the execution of OPE in coordination with the GCCs.

1-3. ARSOF support the WOT by providing forces trained and equipped to support the USSOCOM effort to the WOT. ARSOF support the USSOCOM's strategy for winning the WOT by conducting SO to find,

fix, and finish terrorists globally. ARSOF employ their forces to shape the global informational and geographic operational environment by conducting SO to influence, deter, locate, isolate, and destroy terrorists and their support systems. ARSOF's strategic imperatives are—

- Fight the WOT.
- Maintain force readiness.
- Transform for the future.

1-4. ARSOF must face four persistent and emerging challenges in this new, more uncertain era. Often, no hard boundaries distinguish one challenge from another. Indeed, the most dangerous circumstances are those where ARSOF face, or will face, multiple challenges simultaneously. These challenges may be—

- *Traditional:* Challenges posed largely by states employing legacy and advanced military capabilities and recognizable military forces in long-established, well-known forms of military competition and conflict.
- *Irregular:* Challenges arising from the adoption or employment of unconventional methods by state and non-state actors to counter stronger state opponents, such as terrorism, insurgency, or civil war.
- *Catastrophic:* Challenges involving the surreptitious acquisition, possession, and possible terrorist or rogue employment of WMD or methods that produce WMD-like effects.
- *Disruptive:* Future challenges emanating from competitors developing, possessing, and employing breakthrough technological capabilities intended to supplant ARSOF advantages in specific operational domains.

1-5. ARSOF are a key enabler in the WOT by conducting SO, which obtain actionable intelligence. Such intelligence assists commanders in determining the appropriate force package and in preparing the force to destroy terrorist networks. The force could be unilateral special operations forces (SOF), SOF combined with surrogate forces, or SOF combined with joint conventional forces. ARSOF provide joint, interagency, intergovernmental, and multinational (JIIM) forces with organized, trained, and equipped elements. These elements can operate in hostile, denied, or sensitive environments to collect, monitor, or verify information of strategic or operational significance, often requiring low-visibility techniques. The results of these activities may be fed directly to a commander or Country Team or may be input into the intelligence process for processing, analysis, and dissemination to military and other government agencies (OGAs).

RANGE OF MILITARY OPERATIONS

1-6. The United States employs ARSOF capabilities at home and abroad in support of U.S. national security goals in a variety of operations. These operations vary in size, purpose, and combat intensity within a range of military operations. These operations extend from military engagement, security cooperation, and deterrence to lesser contingency operations and, if necessary, major operations and campaigns (Figure 1-1, page 1-3). Use of ARSOF capabilities in military engagement, security cooperation, and deterrence activities helps shape the operational environment and keep the day-to-day tensions between nations or groups below the threshold of armed conflict while maintaining U.S. global influence. Many of the missions associated with lesser contingencies, such as logistics support and foreign humanitarian assistance (FHA), do not require combat. But others, such as Operation RESTORE HOPE in Somalia, can be extremely dangerous and require a significant effort to protect U.S. forces while accomplishing the mission. Individual major operations and campaigns often contribute to a larger, long-term effort—for example, Operation ENDURING FREEDOM, as part of the WOT. The nature of the security environment is such that ARSOF are often engaged in several types of joint operations simultaneously.

Figure 1-1. Range of military operations

GLOBAL NATURE OF OPERATIONS

1-7. ARSOF have global reach and are capable of engaging threats and influencing potential adversaries with a variety of capabilities. However, global reach and influence are not just the purview of nation-states. Globalization and emerging technologies allow small groups to use asymmetric approaches, to include criminal activity, terrorism, or armed aggression on a transnational scale, with relative ease and with little cost.

1-8. Adversaries place greater emphasis on developing capabilities to threaten the United States directly and indirectly. Increased interdependence of national economies and rapid movement of information around the world create significant challenges in the defense of U.S. interests. Identifying potential threats (nations and non-State actors) operating independently or in loose coalitions, determining their intent, and determining the best course of action (COA) to counter their actions are interagency and multinational challenges for the United States.

1-9. The elusive nature of adversaries and the ever-increasing speed of global communications and the media demand greater adaptability and networking from ARSOF, particularly communications and intelligence resources. Consequently, SOF conduct some operations on a global, not theater, scale (for example, SO in the WOT) as part of the U.S. security strategy to prevent direct or indirect attacks on the U.S. homeland and other national interests. These operations are conducted in depth, focusing on the threat source across geographical regions, including forward regions, approaches, and the homeland. The divisions among the three regions are not absolute and may overlap or shift, depending on the situation and the threat.

MILITARY ENGAGEMENT, SECURITY COOPERATION, AND DETERRENCE

1-10. These ongoing and specialized activities establish, shape, maintain, and refine relations with other nations and domestic civil authorities—for example, state governors or local law enforcement. Security cooperation involves all DOD interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide ARSOF with peacetime and contingency access to a host nation (HN).

1-11. Joint actions, such as nation assistance, are applied to meet military engagement and security cooperation objectives. Nation assistance may include foreign internal defense (FID), security assistance, and humanitarian and civic assistance; antiterrorism; DOD support to counterdrug operations; show-of-force operations; and arms control. ARSOF's role during military engagement in support of the WOT is to develop an unconventional warfare (UW) network by developing indigenous or surrogate capabilities. This allows capable HN forces the ability to defeat terrorist threats within their sovereign borders unilaterally or in conjunction with ARSOF. Security cooperation is a key element of global and theater-shaping operations and is a pillar of WMD nonproliferation.

Note. Military engagement occurs as part of security cooperation, but also extends to interaction with domestic civilian authorities.

LESSER CONTINGENCY OPERATIONS

1-12. ARSOF are often used to respond to a crisis that does not require large-scale combat operations to resolve. A lesser contingency operation can be a single small-scale, limited-duration operation or a significant part of a major operation of extended duration involving combat. The associated general strategic and operational objectives are to protect U.S. interests and to prevent surprise attack or further conflict. A lesser contingency operation in response to a crisis includes all of those operations for which a joint operation planning process is required and a contingency or crisis plan is developed. The level of complexity, duration, and resources depends on the circumstances. Included are operations to ensure the safety of American citizens and U.S. interests, while maintaining and improving U.S. ability to operate with multinational partners in deterring the hostile ambitions of potential aggressors. Many of these operations involve a combination of conventional and unconventional forces and capabilities in close cooperation with OGAs and nongovernmental organizations (NGOs). A crisis may prompt the conduct of FHA, logistics support, noncombatant evacuation operations (NEOs), peace operations, strikes, raids, or recovery operations.

MAJOR OPERATIONS AND CAMPAIGNS

1-13. When required to achieve national strategic objectives or to protect national interests, the U.S. national leadership may decide to conduct a major operation or campaign involving large-scale combat, placing the United States in a wartime state. In such cases, the general goal is to prevail against the enemy as quickly as possible, to conclude hostilities, and to establish conditions favorable to the HN and the United States and its multinational partners. Such operations typically consist of multiple phases.

Note. Some specific lesser contingencies may not involve large-scale combat, but they could be considered major operations or campaigns, depending on their scale and duration.

TYPES OF MILITARY OPERATIONS

1-14. Army doctrine addresses the range of full spectrum operations across the spectrum of conflict, as described in FM 1, *The Army*. Army commanders at all echelons may combine different types of operations simultaneously and sequentially to accomplish missions. For each mission, the joint force commander (JFC) and Army component commander determine the emphasis Army forces place on each type of operation (Figure 1-2).

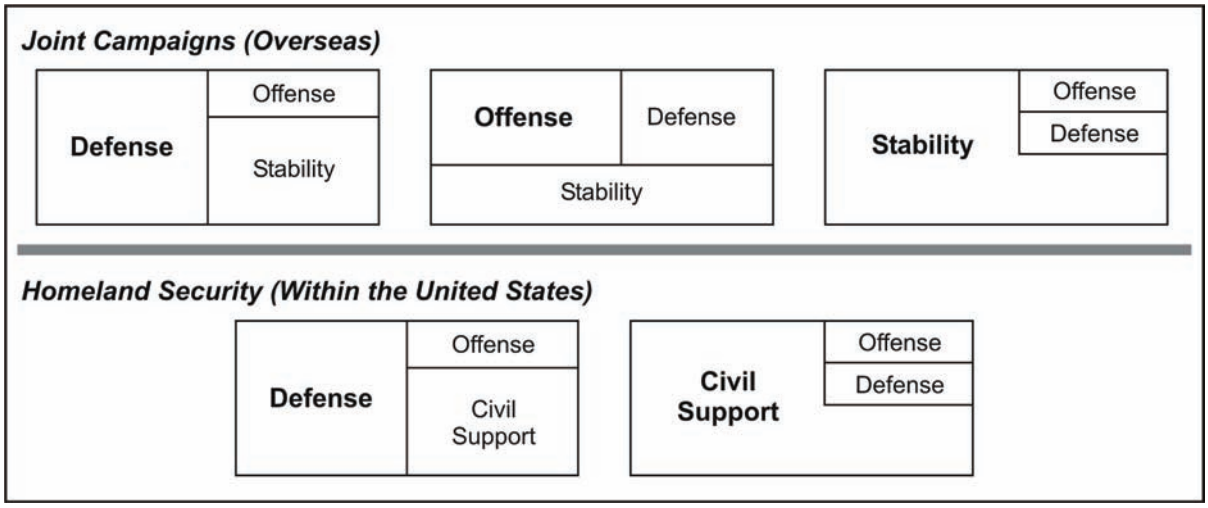

Figure 1-2. Types of military operations

ARMY FULL SPECTRUM OPERATIONS

1-15. Missions in any environment require ARSOF to be prepared to conduct any combination of offensive, defensive, stability, and civil support operations, described below:

- *Offensive operations* destroy or defeat an enemy. Their purpose is to impose U.S. will on the enemy and to achieve decisive victory.
- *Defensive operations* defeat an enemy attack, buy time, economize forces, or develop conditions favorable for offensive operations. Defensive operations alone normally cannot achieve a decision.
- *Stability operations* promote and protect U.S. national interests by influencing the threat, political, and information dimensions of the operational environment through a combination of peacetime developmental, cooperative activities and coercive actions in response to crises. ARSOF can also be employed to assist civil authorities (foreign or domestic) in responding to crises and in relieving suffering.
- *Civil support operations* address the consequences of man-made or natural accidents and incidents beyond the capabilities of civilian authorities. Army forces do not conduct stability operations within the United States—under U.S. law, the federal and state governments are responsible for those tasks. Instead, Army forces conduct civil support operations when requested, providing Army expertise and capabilities to lead agency authorities.

1-16. When conducting full spectrum operations as part of an overseas joint campaign, commanders combine and sequence offensive, defensive, and stability operations to accomplish the mission. The JFC and the SO component commander for a particular mission determine the emphasis ARSOF place on each type of operation. Throughout the campaign, offensive, defensive, and stability operations occur simultaneously. As missions change from promoting peace to deterring war and from resolving conflict to war itself, the combinations of and transitions between these operations require skillful assessment, planning, preparation, and execution. Within the United States and its territories, Army forces support homeland security operations. Homeland security has two components. The first component is homeland defense. If the United States comes under direct attack or is threatened by hostile armed forces, Army forces under joint command conduct offensive and defensive operations as part of homeland defense. The other component is civil support, which is the fourth type of Army operation. Operations designed to accomplish more than one strategic purpose may be executed sequentially or simultaneously. Joint doctrine describes the employment of U.S. forces in joint operations. ARSOF commanders are either subordinate to a JFC or are designated as a JFC.

1-17. ARSOF can support the JFC at all levels:

- *Strategic*. The strategic level concerns the broadest aspects of national and theater policy. Decisions at this level reflect national and multinational goals, integrate all the instruments of national power, provide forces, and determine constraints on their use. The President or the SecDef and the GCCs determine the strategic-national and strategic-theater objectives and the manner of use of military means to achieve them. The President or the SecDef and the GCCs may directly or indirectly (through subordinate commanders) employ ARSOF in pursuit of these objectives.
- *Operational.* The operational level focuses on theater campaigns and major operations. JFCs determine operational objectives that lead to the attainment of strategic-theater objectives. These objectives are attained through the design, organization, and conduct of campaigns and major operations that, in turn, guide tactical events. A GCC, subordinate unified command commander, joint task force (CJTF) commander, Service component commander, or functional component commander may employ ARSOF as part of a joint force to attain these operational objectives.
- *Tactical*. The tactical level focuses on battles and engagements. Decisions at this level apply combat power to create advantages while in contact with or close to the enemy. ARSOF may support tactical actions (offense, defense, and stability actions) designed to have significant effect in attaining operational objectives. Tactical actions may directly attain tactical, operational, and strategic objectives simultaneously.

WAR

1-18. War involves regular and irregular forces in a series of connected battles and campaigns to achieve vital national, tribal, or ethnic objectives. War may be limited, with some self-imposed restraints on resources or objectives. It may also be general, with the total resources of a nation or nations employed and the survival of the nation at stake.

1-19. ARSOF can support a JFC in war through the conduct of a variety of offensive, defensive, and stability actions. These actions may either directly accomplish JFC objectives or indirectly attain these objectives through the directed support to other subordinate forces of the JFC.

Principles of War

1-20. SO missions may require unorthodox approaches, but these approaches do not negate the nine traditional principles of war. Rather, they place a different emphasis on their combination or relative importance. In some SO missions, surprise achieved through speed, stealth, audacity, deception, and new tactics or techniques can be far more effective and efficient than traditional conventional tactics based on massed firepower and tactical maneuvers. The following discussion of the principles of war highlights their application to ARSOF.

1-21. **Objective—***Direct every military operation toward a clearly defined, decisive, and attainable objective.* ARSOF objectives are as much political, economic, and informational as they are military in nature. ARSOF planners must avoid adding a secondary objective by balancing risks versus gain. They must have a clear understanding of the capabilities and limitations of ARSOF. The addition of objectives erodes the definition and decisiveness of the primary objective.

1-22. **Offensive—***Seize, retain, and exploit the initiative*. ARSOF are inherently offensive in nature because they seek to strike or engage the enemy to compel, deter, or counter enemy actions. The strike or engagement conducted by ARSOF may take place alongside or by effect of a surrogate force. This force may be one previously trained or currently being trained by ARSOF. Civil Affairs operations (CAO) exploit the initiative by gaining the support of the civilians in the area of operations (AO).

1-23. **Mass—***Concentrate the effects of combat power at the decisive place and time*. Commanders mass the effects of overwhelming combat power at the decisive time and place to overwhelm the enemy or to gain control of the situation. ARSOF concentrate the effects of combat power at critical times and discriminate selected targets to produce decisive results that accomplish the commander's objectives.

1-24. **Economy of Force—***Allocate minimum essential combat power to secondary efforts and employ all combat power available in the most effective way possible*. ARSOF are an essential economy of force when military objectives are subordinate to political, economic, and informational objectives.

1-25. **Maneuver—***Place the enemy in a disadvantageous position through the flexible application of combat power*. ARSOF conduct maneuvers in the traditional sense on strategic and operational environments. ARSOF possess a tremendous capability to gain a position of advantage for the GCC, particularly when applying decisive combat power in the enemy's "secure operating environment."

1-26. **Unity of Command—***Ensure unity of effort under one responsible commander for every objective.* Theater special operations command (TSOC) commanders under the COCOM of the GCC can either tailor the C2 architecture for ARSOF operations under the direct control of the TSOC or recommend subordinate joint force command relationships to ensure unity of effort of SOF. PSYOP and CA forces and staff are not generally under operational control (OPCON) of the TSOC. Therefore, integration, synchronization, and unity of effort for these forces are incumbent upon commanders and staffs at every level.

1-27. **Security—***Never permit the enemy to acquire an unexpected advantage*. ARSOF can provide security to the JFC by denying the enemy the ability to use his "expected" advantages. ARSOF provide security through various intelligence-collection methods, force protection, and force applications.

1-28. **Surprise—***Strike the enemy at a time and place or in a manner for which he is unprepared*. ARSOF can deceive the enemy, inhibit his decision making, or restrict his capability to react to the commander's operations or campaign.

1-29. **Simplicity—***Prepare clear, uncomplicated plans and concise orders to ensure a thorough understanding*. ARSOF use unorthodox and sophisticated methods and equipment. The plans and procedures the force employs must be simple and direct to facilitate understanding, to withstand the stress of operational environments, and to allow for rapid adaptation to changing situations.

Other Principles

1-30. Other principles to consider are restraint, perseverance, and legitimacy. These principles are discussed in the following paragraphs.

1-31. **Restraint—**The purpose of restraint is to limit collateral damage and to prevent the unnecessary or unlawful use of force. A single act could cause significant military and political consequences; therefore, judicious use of force is necessary. Restraint requires the careful and disciplined balancing of the need for security, the conduct of military operations, and the national strategic end state. For example, the exposure of intelligence-gathering activities, such as interrogation of detainees and prisoners of war, could have significant political and military repercussions and therefore should be conducted with sound judgment. Excessive force antagonizes those parties involved, thereby damaging the legitimacy of the organization that uses the force and potentially enhancing the legitimacy of the opposing party.

1-32. ARSOF commanders at all levels must take proactive steps to ensure their personnel are properly trained in the rules of engagement (ROE) and are quickly informed of any changes. Failure to understand and comply with established ROE can result in fratricide, mission failure, or national embarrassment. ROE in some operations may be more restrictive and detailed when compared to ROE for large-scale combat to address national policy concerns, but they should always be consistent with the inherent right of self-defense. ROE should be unclassified, if possible, and widely disseminated.

1-33. Restraint is best achieved when ROE issued at the beginning of an operation address most anticipated situations that may arise. ROE should be consistently reviewed and revised as necessary. Additionally, ROE should be carefully scrutinized to ensure that the lives and health of military personnel involved in joint operations are not needlessly endangered. In multinational operations, use of force may be dictated by coalition or allied force ROE.

1-34. Commanders at all levels must take proactive steps to ensure an understanding of ROE and ways to influence changes to them. Since the domestic law of some nations may be more restrictive concerning the use of force than permitted under coalition or allied force ROE, commanders must be aware of national restrictions imposed on force participants.

1-35. **Perseverance—**The purpose of perseverance is to ensure the commitment necessary to attain the national strategic end state. Measured, protracted ARSOF military operations must be prepared for in pursuit of the national strategic end state. Some joint operations may require years to reach the termination criteria. The underlying causes of the crisis may be elusive, making the achievement of decisive resolution difficult. The patient, resolute, and persistent pursuit of national goals and objectives is often a requirement for success. This effort frequently involves diplomatic, economic, and informational measures to supplement military efforts.

1-36. **Legitimacy—**The purpose of legitimacy is to develop and maintain the will necessary to attain the national strategic end state. Legitimacy is based on the legality, morality, and rightness of the actions undertaken, as well as the will of the U.S. public to support the actions. Legitimacy is frequently a decisive element. The perception of legitimacy by the U.S. public is strengthened if obvious national or humanitarian interests are at stake and American lives are not being needlessly or carelessly placed at risk. Other interested audiences may include foreign nations, civil populations in the AO, and participating forces.

1-37. Committed ARSOF must sustain the legitimacy of the operation and of the host government, where applicable. Security actions must be balanced with legitimacy concerns. All actions must be considered in the light of potentially competing strategic and tactical requirements and must exhibit fairness in dealing with competing factions, where appropriate. Legitimacy may depend on adherence to objectives agreed to by the international community, ensuring the action is appropriate to the situation, and fairness in dealing

with various factions. Restricting the use of force, restructuring the types of forces employed, and ensuring the disciplined conduct of the forces involved may reinforce legitimacy.

COMBAT POWER

1-38. Combat power is the ability of Army forces to fight and win. It underlies success in all operations, with or without lethal force. Combat power is the total means of destructive or disruptive force, or both, that a military unit or formation can apply against the adversary at a given time.

1-39. The elements of combat power are warfighting functions tied together by leadership (Figure 1-3). They are the means by which a commander visualizes, describes, and directs the generation and employment of combat power. Leadership is the least tangible and most dynamic element of combat power. Confident, audacious, and competent ARSOF leadership focuses the other elements of combat power. It serves as the catalyst that creates conditions for success. ARSOF leaders inspire Soldiers to succeed. They provide purpose, direction, and motivation in all operations. Leadership is crucial. It often makes the difference between success and failure, particularly in small units.

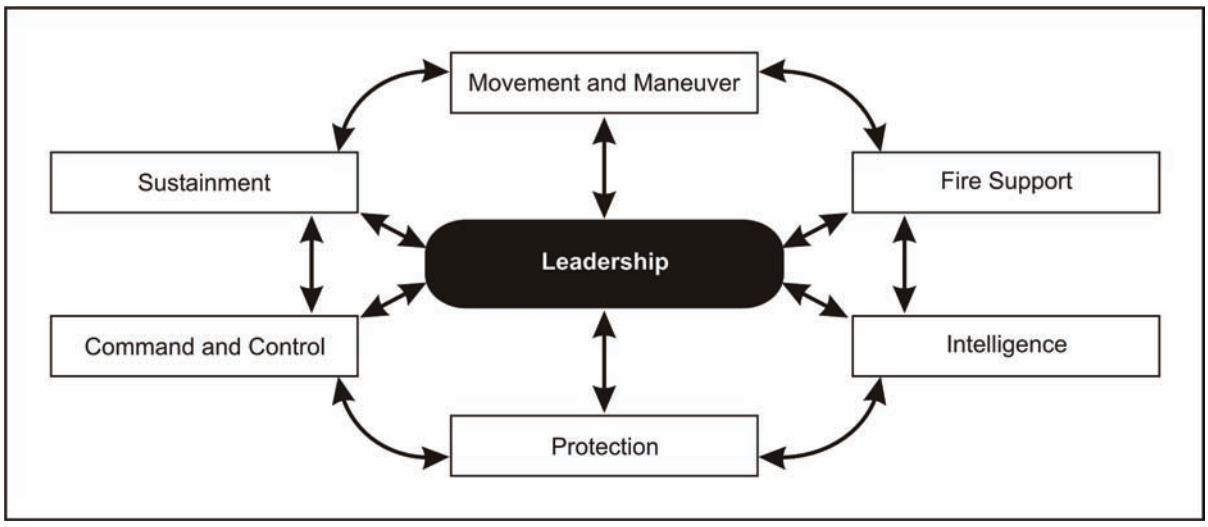

Figure 1-3. Elements of combat power

1-40. A warfighting function is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that ARSOF commanders use to accomplish missions and training objectives. The warfighting functions are—

- *Movement and maneuver*, the related tasks and systems that move forces to achieve a position of advantage in relation to the enemy. This function includes those tasks associated with employing forces in combination with direct fire or fire potential (maneuver), force projection (movement), and mobility and countermobility.
- *Fire support*, the related tasks and systems that provide collective and coordinated use of Army indirect fires, joint fires, and offensive information operations (IO).
- *Intelligence*, the related tasks and systems that facilitate understanding of the enemy, terrain, weather, and civil considerations. This function includes those tasks associated with intelligence, surveillance, and reconnaissance.
- *Protection*, the related tasks and systems that preserve the force so the commander can apply maximum combat power. This function includes those tasks associated with survivability; defensive IO; air and missile defense; and chemical, biological, radiological, nuclear, or high-yield explosive counterproliferation (CP) and consequence management actions.
- *Command and control*, the related tasks and systems that support the commander in exercising authority and direction. This function includes acquiring friendly information, managing all relevant information, and directing and leading subordinate.

- *Sustainment*, the related tasks and systems that provide support and services to ensure freedom of action, to extend operational reach, and to prolong endurance. This function includes those tasks associated with maintenance, transportation, supply, field services, explosive ordnance disposal, human resources support, finance management, health services support, religious support, band support, and related general engineering.

1-41. ARSOF commanders use combat power to meet constantly changing requirements and to defeat an enemy. Defeating an enemy requires increasing the disparity between friendly and enemy forces by reducing enemy combat power. ARSOF commanders accomplish this objective by synchronizing the elements of friendly force combat power to create overwhelming effects at the decisive time and place. Focused combat power ensures success and denies an enemy any chance to maintain coherent resistance. Massed effects created by synchronizing the elements of combat power are the surest means of limiting friendly casualties and swiftly ending a campaign or operation.

NATURE OF SPECIAL OPERATIONS WARFARE

1-42. The nature of SO warfare is characterized by a number of factors. These factors, described in the following paragraphs, apply to ARSOF across the range of military operations.

PREEMPTION

1-43. ARSOF can preempt the enemy by neutralizing the enemy's capabilities before the fight, either directly or in support of conventional forces, through—

- FID and UW efforts to build indigenous defense and intelligence capabilities.
- PSYOP directed at the enemy's leadership, armed forces, and populace.
- Civil-military operations (CMO) in areas brought under friendly control.
- CP activities to slow or inhibit development of a capability.
- Direct action (DA) missions against the enemy's critical operational or strategic targets.
- Counterterrorist operations.

***Note*.** Deployed ARSOF often provide the GCC or subordinate JFC with first-hand information on local population perspectives, intentions, and other information.

DISLOCATION

1-44. ARSOF can dislocate the enemy force from chosen positions, either by forcing it to move from these positions or by rendering its strength useless or irrelevant to the fight. DA missions may force the enemy to reposition combat forces away from the main battle area to protect lines of communications and other vulnerable areas. PSYOP, as part of IO, may support deception operations that will cause the enemy to deploy in a manner favorable to friendly forces. ARSOF possess the capabilities to organize and direct large indigenous forces that cause the enemy to spread its forces thin (through UW) or to assist an HN in creating a military shield (through FID), behind which OGAs can operate to remove the causes of insurgency.

DISRUPTION

1-45. ARSOF can disrupt the enemy through attacks against strategic and operational targets and centers of gravity (COGs), possibly precluding the enemy from conducting successful countermoves. ARSOF can disrupt the enemy through—

- Special reconnaissance (SR) support of operational actions by conventional forces.
- DA strikes against critical operational targets.
- IO to disrupt enemy decision makers.
- PSYOP directed at civilian and military leaders, military forces, and the enemy population—as well as an enemy's political, economic, or military allies.

1-46. Indigenous forces, trained through UW operations, can attack an enemy directly, thus disrupting its operations. When employed, ARSOF seek to avoid enemy strengths and to create and attack enemy vulnerabilities.

EXPLOITATION

1-47. ARSOF can provide the JFC multiple means to attack the enemy's will to resist. Exploiting psychological vulnerabilities can demoralize enemy troops, weaken the resolve of enemy leaders, separate the civilian population of an enemy nation from its leadership, and reduce or eliminate any external source of support. DA and UW can create the impression that too many forces exist for the enemy to counter effectively. With no safe areas, and enemy forces in rear areas subject to attack at any time, enemy morale can be significantly weakened.

MAIN EFFORT

1-48. The SOF joint task force (JTF) commander designates a main effort for every operation. The activity, unit, or area determined by the commanders constitutes the most important task at the time. As the situation develops, the commander should be prepared to change a main effort to exploit opportunities or to handle crises as they arise. Generally, the main effort should be aimed at some critical enemy vulnerability (object or characteristic) that if attacked will contribute most directly to accomplishing the mission.

INTELLIGENCE

1-49. ARSOF require timely, responsive, and accurate intelligence support to overcome their relative lack of size and firepower. Initially, ARSOF commanders use intelligence to find enemy weaknesses or vulnerabilities and to avoid enemy strengths. Perfect intelligence is rarely obtainable, but adequate, timely intelligence is a prerequisite for successful operations. Leaders must be able to act with less-than-perfect intelligence.

DECENTRALIZATION

1-50. Although ARSOF personnel must be included in centralized planning at the CCDR and subordinate JFC levels, successful ARSOF require decentralized planning and execution for individual missions. Independent judgment and effective coordination by ARSOF leaders at every echelon are vital to successful SO.

INITIATIVE

1-51. ARSOF encourage the ability and willingness to make independent, time-critical decisions using all available information and guidance presented in the higher HQ's commander's intent. ARSOF leaders foster an environment that encourages trust, freedom of action, and initiative in subordinates. Successful missions result from subordinate leaders at all echelons exercising disciplined initiative within the commander's intent to accomplish missions.

SPECIAL OPERATIONS OPERATIONAL MISSION CRITERIA

1-52. The employment of ARSOF in support of the joint force campaign or operation plan (OPLAN) is facilitated by five basic criteria. These criteria provide guidelines for conventional and ARSOF commanders and planners to use when considering the employment of ARSOF.

1-53. The following set of five basic operational mission criteria has evolved to provide clear guidance to commanders for planning and executing ARSOF (see Joint Publication [JP] 3-05.2, *Joint Tactics, Techniques, and Procedures for Special Operations Targeting and Mission Planning*):

- *Is the mission appropriate?* ARSOF should be used to achieve effects that require ARSOF's unique skills and capabilities. If the effects do not require those skills and capabilities, ARSOF should not be assigned. ARSOF should not be used as a substitute for other forces.

- *Does the mission support the campaign plan?* If the mission does not support the JFC's campaign or major OPLAN, more appropriate missions available for ARSOF should be considered instead.
- *Is the mission operationally feasible?* ARSOF are not structured for attrition or force-on-force warfare and should not be assigned missions beyond their capabilities. ARSOF commanders and their staffs must consider the vulnerability of ARSOF units to larger, more heavily armed or mobile forces, particularly in hostile territory.
- *Are required resources available for the mission?* Some ARSOF missions require support from other forces for success. Support involves aiding, protecting, complementing, and sustaining employed ARSOF. Support can include airlift, intelligence, communications, IO, medical, logistics, space, weather, and numerous other types of support. Although a target may be vulnerable to ARSOF, deficiencies in supportability may affect the likelihood for success or may entirely invalidate the feasibility of employing ARSOF.
- *Will the outcome of the mission justify the risk?* ARSOF have high-value and limited resources. Commanders must make sure the benefits of successful mission execution are measurable and in balance with the risks inherent in the mission assessment. Some operations that ARSOF can execute make only a marginal contribution to the JFC campaign plan and present great risk to personnel and materiel. Commanders should recognize the high-value and limited resources of ARSOF. Risk management considers not only the potential loss of ARSOF units and equipment, but also the risk of adverse effects on U.S. diplomatic and political interests if the mission fails. Risk assessment consists of the first two steps of the risk management process—identify hazards and assess hazards.

ARSOF CAPABILITIES

1-54. The unique capabilities of ARSOF are a function of the quality of ARSOF Soldiers, the training and education of those Soldiers, and the mission profiles the Soldiers must execute. The competitive ARSOF selection process, coupled with technological training and education, produces an ARSOF Soldier who is adaptable, mature, innovative, culturally aware, self-assured, and self-reliant. Thus, policy decision makers use ARSOF as a force to expand the range of available options.

1-55. ARSOF are specially organized, trained, and equipped military forces. They conduct SO to achieve military, political, economic, or informational objectives by generally unconventional means in hostile, denied, or politically sensitive areas. Decision makers may choose the ARSOF option because ARSOF provide the broadest range of capabilities that have direct applicability in an increasing number of environments. Politico-military requirements frequently cast ARSOF into clandestine or low-visibility environments that require oversight at the national level. ARSOF operations differ from conventional force operations by their degree of acceptable physical and political risk, their modes of employment, and their operational techniques. ARSOF allow the unified commander or JFC to perform critical small-unit missions that directly strike or engage the aim or objective of his operational mission.

1-56. Early use of ARSOF in an operation may prevent or limit conflict and conserve national resources. When conflict is imminent, ARSOF may be used in a variety of prehostility missions to signal determination, to demonstrate support to allies, and to begin the complicated processes of positioning forces for combat and shaping the AO.

1-57. During conflict, ARSOF may be most effective in conducting strategic or operational economy-of-force operations, generating military and diplomatic advantages disproportionate to the resources they represent. ARSOF can locate, seize, or destroy strategic or operational targets and obtain critical intelligence. They can analyze an enemy's defenses and diminish enemy morale. ARSOF can disorganize, disrupt, and demoralize enemy troops. They can also divert the enemy's important resources.

1-58. ARSOF expand the options of the President, the SecDef, and GCCs, particularly in crises and contingencies that fall between wholly diplomatic initiatives and the overt use of large conventional forces. The small size, rapid reaction, and self-sufficient nature of ARSOF elements provide military options that do not involve the risk of escalation normally associated with larger, more visible conventional forces. The

use of ARSOF enables decision makers to prevent a conflict or to limit its scope. Therefore, decision makers can better control committed U.S. forces and resources. ARSOF may be the best choice for actions requiring a rapid response or a surgically precise, focused use of force.

1-59. Selected ARSOF need not use lethal force in a mission. Language skills, cross-cultural training, regional orientation, and understanding of the political context of the operational environments make ARSOF unparalleled when operating in complex environments. ARSOF skills enable ARSOF to work as effectively with civilian populations as with other military forces to influence situations favorably toward U.S. national interests. This ability to apply discreet leverage is a very important ARSOF contribution to the national military strategy.

CHARACTERISTICS

1-60. To ensure missions selected for ARSOF are compatible with their capabilities, commanders must be familiar with the following SO characteristics:

- ARSOF personnel undergo careful selection processes or mission-specific training beyond basic military skills to achieve entry-level SO skills. Being proficient in these skills makes rapid replacement or generation of personnel or capabilities highly unlikely.
- Mature, experienced personnel make up ARSOF. Many maintain a high level of competency in more than one military specialty.
- Most ARSOF are regionally oriented for employment. Cross-cultural communication skills are a routine part of their training.
- ARSOF conduct specific tactical operations by small units with unique talents that directly strike or engage strategic and operational aims or objectives.
- Planning for SO may begin at the unified, joint, or interagency level for execution that requires extensive, rigorous rehearsal.
- SO are frequently clandestine or low-visibility operations, or they may be combined with overt operations. SO can be covert but require a declaration of war or a specific finding approved by the President or the SecDef. ARSOF can deploy at relatively low cost, with a low profile less intrusive than that of larger conventional forces.
- Selected ARSOF units often conduct SO at great distance from operational bases. These units employ sophisticated communications systems and means of insertion, support, and extraction to penetrate and return from hostile, denied, or politically sensitive areas.
- SO occur throughout the range of military operations.
- SO influence the will of foreign leadership to create conditions favorable to U.S. strategic aims and objectives.
- SO are often high-risk operations that have limited windows of execution and require first-time success.
- Employment of SO may require patient, long-term commitment and support to achieve U.S. national goals in an AO. SF are ideally suited to perform SO with, through, or by indigenous personnel.
- SO require theater and, frequently, national-level intelligence support.
- Selected SO require a detailed knowledge of the cultural nuances and languages of a country or region where employed.
- SO are inherently joint and sometimes multinational, requiring interagency and international coordination. The contribution of ARSOF to national security is greatest when ARSOF are fully integrated into the JFC's plan at the earliest stages of planning.
- ARSOF can be task-organized quickly and deployed rapidly to provide tailored responses to many different situations.
- Selected ARSOF can gain access to hostile and denied areas.
- ARSOF can provide limited security and medical support for themselves.

- Selected ARSOF can live in austere, harsh environments without extensive support. For long-duration operations, ARSOF require support from the Army Service component command (ASCC).
- Selected ARSOF can survey and assess local situations and rapidly report these assessments.
- Selected ARSOF work closely with regional military and civilian authorities and populations.

TRUTHS

1-61. ARSOF are not a substitute for conventional forces. They are, however, a necessary adjunct to the capabilities of existing conventional forces. Depending on requirements, ARSOF can operate independently or with conventional forces. ARSOF can assist and complement conventional forces so they can achieve an objective that otherwise might not be attainable. The special skills and low-visibility capabilities inherent in ARSOF also provide an adaptable military response in situations or crises requiring tailored, precise, and focused use of force.

1-62. ARSOF provide capabilities that expand the options available to the employing commander; however, ARSOF are not the ideal solution to all problems requiring a military response. The best means of employing ARSOF is usually with conventional forces, in which each force fulfills the role it is optimally designed to accomplish.

ARSOF IMPERATIVES

1-63. The following paragraphs discuss the ARSOF imperatives. Although the imperatives may not apply to all types of ARSOF, ARSOF commanders must include the applicable imperatives in their mission planning and execution.

UNDERSTAND THE OPERATIONAL ENVIRONMENT

1-64. ARSOF cannot dominate the operational environment without first gaining a clear understanding of the theater, including civilian influence, as well as enemy and friendly capabilities. Combat environmental research—political, economic, sociological, psychological, geographic, and military—is an essential prerequisite to influencing the environment. ARSOF must identify the friendly and hostile decision makers, their objectives and strategies, and the ways they interact. The conditions of conflict can change, and ARSOF must anticipate these changes in the environment and exploit fleeting opportunities.

RECOGNIZE POLITICAL IMPLICATIONS

1-65. Many SO are conducted to advance critical political objectives. ARSOF must understand that their actions can have international consequences. ROE provide a framework that considers political implications. However, ROE cannot anticipate every situation. ARSOF must understand the intent of the ROE and act accordingly, despite any military disadvantage that may result. The advancement of the political objective may take precedence over the military disadvantages.

FACILITATE INTERAGENCY ACTIVITIES

1-66. ARSOF support and complement U.S. and multinational civilian programs driven by nonmilitary considerations. ARSOF can also operate in the ambiguous and complex political environments found in coalition operations or alliances formed to avert situations that would lead to human tragedy.

ENGAGE THE THREAT DISCRIMINATELY

1-67. ARSOF are a limited resource that cannot be easily replaced. ARSOF mission objectives require careful application of “when,” “where,” and “how.”

CONSIDER LONG-TERM EFFECTS

1-68. ARSOF must consider the political, economic, informational, and military effects when faced with dilemmas, since the solutions will have broad, far-reaching effects. They must accept legal and political constraints to avoid strategic failure while achieving tactical success. ARSOF must not jeopardize the success of national and theater long-term objectives by their desire for immediate or short-term effects. SO policies, plans, and operations must be consistent with the national and theater priorities and objectives they support. Inconsistency can lead to a loss of legitimacy and credibility at the national level.

ENSURE LEGITIMACY AND CREDIBILITY OF SPECIAL OPERATIONS

1-69. Significant legal and policy considerations apply to many SO activities. Legitimacy is the most crucial factor in developing and maintaining internal and international support. The United States cannot sustain its assistance to a foreign power without this legitimacy. The concept of legitimacy is broader than the strict legal definition contained in international law. The concept also includes the moral and political legitimacy of a government or resistance organization. The people of the nation and the international community determine its legitimacy based on collective perception of the credibility of its cause and methods. Without legitimacy and credibility, SO will not gain the support of foreign indigenous elements, the U.S. population, or the international community. ARSOF legal advisors must review all sensitive aspects of SO mission planning and execution.

ANTICIPATE AND CONTROL PSYCHOLOGICAL EFFECTS

1-70. All SO have significant psychological effects, some specifically produced and some based on perceptions. ARSOF must integrate PSYOP and public affairs (PA) into all their activities, anticipating and countering propaganda and disinformation themes, as needed, to allow for maximum control of the environment.

APPLY CAPABILITIES INDIRECTLY

1-71. The primary role of ARSOF in multinational operations is to advise, train, and assist indigenous military and paramilitary forces. The supported non-U.S. forces then serve as force multipliers in the pursuit of U.S. national security objectives with minimum U.S. visibility, risk, and cost. The long-term self-sufficiency of the foreign force must assume primary authority and accept responsibility for the success or failure of the mission. All U.S. efforts must reinforce and enhance the effectiveness, legitimacy, and credibility of the supported foreign government or group.

DEVELOP MULTIPLE OPTIONS

1-72. ARSOF must maintain their operational flexibility by developing a broad range of options. Keys to operational flexibility include—

- Developing contingency plans that anticipate problems during critical events.
- Using a collaborative, deliberate, and interactive planning and rehearsal process.
- Having the same people plan, rehearse, and execute the mission. These types of actions on the objective become a common point of departure, not inflexible blueprints.

***Note*.** Under these circumstances, the participants understand all the critical elements of the plan, as well as alternate COAs, reasons for discarding alternate COAs, and unstated assumptions underlying unexpected difficulties.

ENSURE LONG-TERM SUSTAINMENT

1-73. Resourcing of ARSOF varies with each mission. ARSOF must demonstrate continuity of effort when dealing with political, economic, informational, and military programs. They must not begin programs that

are beyond the economic, technological, or cultural capabilities of the HN to maintain without U.S. assistance. Such efforts are counterproductive. SO policy, strategy, and programs must, therefore, be durable, consistent, and sustainable.

PROVIDE SUFFICIENT INTELLIGENCE

1-74. Success for ARSOF missions dictates that uncertainty associated with the threat and environment must be minimized through the application of intelligence operations and procedures. Because of the needed detailed intelligence, ARSOF typically must also access theater and national systems to alleviate shortfalls and to ensure that timely, relevant, accurate, and predictive intelligence is provided. The key to effective intelligence support is for ARSOF to use the entire intelligence support system and architecture fully. ARSOF units also provide intelligence through area assessments, SR, and postoperational debriefing of units. HUMINT is often the only source that can satisfy critical ARSOF intelligence requirements, whether from overt or controlled sources.

BALANCE SECURITY AND SYNCHRONIZATION

1-75. Insufficient security may compromise a mission. Excessive security may cause the mission to fail because of inadequate coordination. ARSOF commanders must constantly balance the two and resolve these conflicting demands on mission planning and execution.

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Chapter 2

Core Tasks

ARSOF possess unique capabilities to support USSOCOM's roles, missions, and functions as directed by Congress in Section 164, Title 10, United States Code (10 USC 164) and Section 167, Title 10, United States Code (10 USC 167). ARSOF plan, conduct, and support SO throughout the range of military operations. ARSOF missions are normally joint or interagency in nature. ARSOF can conduct these missions unilaterally, with allied forces, as a coalition force, or with indigenous or surrogate assets. Mission priorities vary from theater to theater. ARSOF missions are dynamic because they are directly affected by politico-military considerations. A change in national security strategy or policy may add, delete, or radically alter the nature of an ARSOF mission.

The President, the SecDef, or a JFC may task an ARSOF element to perform missions for which it is the best suited among available forces or perhaps the only force available. ARSOF are organized, trained, and equipped specifically to accomplish the following core tasks (Figure 2-1).

Unconventional Warfare (UW)
Foreign Internal Defense (FID)
Direct Action (DA)
Special Reconnaissance (SR)
Counterterrorism (CT)
Psychological Operations (PSYOP)
Civil Affairs Operations (CAO)
Counterproliferation (CP) of Weapons of Mass Destruction (WMD)

Figure 2-1. ARSOF core tasks

UNCONVENTIONAL WARFARE

2-1. The definition for UW has undergone numerous changes since the term was first used in the 1950s. Although struggles have occurred in defining the details surrounding UW operations, one concept has remained constant—UW is a form of warfare that usually involves the cooperation of indigenous or surrogate personnel and their resources, coupled with United States Government (USG) assets, to defeat a State, an occupying force, or non-State actors.

2-2. JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*, approaches the defining of UW in a "classic" sense. ARSOF broadens the definition by defining UW operations as "a broad range of military and/or paramilitary operations and activities, normally of long duration, conducted through, with, or by indigenous or other surrogate forces that are organized, trained, equipped, supported, and otherwise directed in varying degrees by an external source. UW operations can be conducted across the range of conflict against regular and irregular forces. These forces may or may not be State-sponsored." This expanded definition includes the use of surrogates and the implementation of UW operations against non-State actors. These aspects are important for ARSOF to meet emerging threats.

2-3. The United States may engage in UW in several ways: as part of a major theater war or lesser regional contingency, in support of a citizen or irregular defense intended as a deterrent, and as an effort to support an insurgency. Experiences in the 1980s in Afghanistan and Nicaragua proved that support for an insurgency can be an effective way of putting indirect pressure on the enemy. The costs versus the benefits of using UW must be carefully considered before employment. Properly integrated and synchronized UW operations can extend the application of military power for strategic goals. UW complements operations by giving the United States opportunities to seize the initiative through preemptive or clandestine offensive action.

FOREIGN INTERNAL DEFENSE

2-4. FID is a subset of stability operations. These operations promote and protect U.S. national interests by influencing the threat, political, and information dimensions of the operational environment through a combination of peacetime developmental, cooperative activities and coercive actions in response to crisis. Army forces, including ARSOF (particularly SF and PSYOP), accomplish stability goals through security cooperation. The military activities that support these operations are diverse, continuous, and often long-term. Their purpose is to promote and sustain regional and global stability. Stability operations employ Army forces, including ARSOF (particularly CA), to assist civil authorities, foreign or domestic, as they prepare for or respond to crises. The primary role of stability operations is to meet the immediate needs of designated groups, for a limited time, until civil authorities can accomplish these tasks without military assistance.

2-5. JP 1-02 defines FID as participation by civilian and military agencies of a government in any of the action programs taken by another government or designated organization to free and protect its society from subversion, lawlessness, and insurgency. Like UW, FID is an umbrella concept that covers a broad range of activities. Its primary intent is to help the legitimate host government address internal threats and their underlying causes. Commensurate with U.S. policy goals, the focus of all U.S. FID efforts is to support the HN program of internal defense and development (IDAD).

2-6. FID is not restricted to times of conflict. It also can take place in the form of training exercises and other activities that show U.S. resolve to and for the region. These exercises train the HN to deal with potential internal threats. FID usually consists of indirect assistance, such as participation in combined exercises and training programs or limited direct assistance without U.S. participation in combat operations. These actions support the HN in establishing IDAD programs.

2-7. ARSOF's primary role in FID is to assess, train, advise, and assist HN military and paramilitary forces with tasks that require the unique capabilities of ARSOF. The goal is to enable these forces to maintain the HN's internal stability, to counter subversion and violence in their country, and to address the causes of instability. FID activities include the following:

- *HN military assistance*—Operations that train HN military individuals and units in tactical employment, sustainment, and integration of land, air, and maritime skills; provide advice and assistance to military leaders; provide training on TTPs required to protect the HN from subversion, lawlessness, and insurgency; and develop indigenous individual, leader, and organizational skills.
- *Population security*—Operations that strengthen population security by providing supervision of tactical operations conducted by HN military units to neutralize and destroy insurgent threats, isolate insurgents from the civil population, and protect the civil population. As a subset of FID, designated ARSOF units may also train select HN forces to perform counterterrorist missions.
- *Counterinsurgency*—Operations involving military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency. These operations promote a safe and secure environment within which government institutions can address the concerns of the people. Military operations in support of counterinsurgency (COIN) fall into the following three broad categories:
  - *Civil-military operations*—Oriented primarily toward the indigenous population in villages, cities, and regions.

- *Combat operations*—Oriented against insurgent leaders and cadre, smaller units, and insurgent main force organizations (battalions, brigades, division-sized units), depending on the phase of the insurgency. Although the USG does not normally commit its forces to combat against foreign insurgents, ARSOF may, in some cases, be permitted to accompany HN forces on tactical COIN operations, particularly in the early stages of COIN to instill confidence in the HN forces. Ultimately, however, COIN is the HN's responsibility and HN forces must be responsible for their own combat operations.
- *Information operations*—Oriented primarily toward the indigenous population. IO must ensure that the indigenous government denies the insurgent the ability to conduct its own IO to gain or maintain the support of the local population. The major task categories are to isolate the insurgent from the rest of the population and to gain the commitment or support from those who might be sympathetic to the cause of the legitimate government.

DIRECT ACTION

2-8. JP 3-05, *Doctrine for Joint Special Operations*, defines DA as short-duration strikes and other small-scale offensive actions conducted as a special operation in hostile, denied, or politically sensitive environments and that employ specialized military capabilities to seize, destroy, capture, exploit, recover, or damage designated targets. DA differs from conventional offensive actions in the level of physical and political risk, operational techniques, and the degree of discriminate and precise use of force to achieve specific objectives. In the conduct of these operations, SOF may employ raid, ambush, or direct assault tactics (including close-quarters battle); emplace mines and other munitions; conduct standoff attacks by fire from air, ground, or maritime platforms; provide terminal guidance for precision-guided munitions; conduct independent sabotage; and conduct antiship operations.

2-9. Normally limited in scope and duration, DA operations usually incorporate an immediate withdrawal from the planned objective area. These operations can provide specific, well-defined, and often time-sensitive results of strategic and operational critical significance.

2-10. SOF may conduct DA operations independently or as part of larger conventional or unconventional operations or campaigns. Although normally considered close-combat-type operations, DA operations also include sniping and other standoff attacks by fire delivered or directed by SOF. Standoff attacks are preferred when the target can be damaged or destroyed without close combat. SOF employ close-combat tactics and techniques when the mission requires—

- Precise or discriminate use of force.
- Recovery or capture of personnel or materiel.

2-11. DA missions may also involve locating, recovering, and restoring to friendly control selected persons or materiel that are isolated and threatened in sensitive, denied, or contested areas. These missions usually result from situations that involve political sensitivity or military criticality of the personnel or materiel being recovered from remote or hostile environments. These situations may arise from a political change, combat action, chance happening, or mechanical mishap. DA operations differ from combat search and rescue (CSAR) by the use of—

- Dedicated ground combat elements.
- Unconventional techniques.
- Precise survivor intelligence.
- Indigenous assistance.

2-12. DA operations may be unilateral or combined actions but are still short-duration, discrete actions. A SOF chain of command executes DA operations to achieve the supported commander's objectives. Unlike UW operations, they do not involve the support of an indigenous or surrogate chain of command to achieve objectives of mutual interest.

SPECIAL RECONNAISSANCE

2-13. JP 3-05 defines SR as reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces. These actions provide an added capability for commanders and supplement other conventional reconnaissance and surveillance actions. SR may include information on activities of an actual or potential enemy or secure data on the meteorological, hydrographic, or geographic characteristics of a particular area. SR may also include assessment of chemical, biological, residual nuclear, or environmental hazards in a denied area. SR includes target acquisition, area assessment, and poststrike reconnaissance.

2-14. SR complements national and theater intelligence collection assets and systems by obtaining specific, well-defined, and time-sensitive information of strategic or operational significance. It may complement other collection methods constrained by weather, terrain-masking, or hostile countermeasures. Selected ARSOF conduct SR as a human intelligence (HUMINT) activity that places U.S. or U.S.-controlled "eyes on target," when authorized, in hostile, denied, or politically sensitive territory.

2-15. In the contemporary operational environment, the SOF and conventional command relationship may be that of supported and supporting, rather than tactical control (TACON) or OPCON. Using SOF with conventional forces by a JFC creates an additional and unique capability to achieve objectives that may not be otherwise attainable. Using ARSOF for SR enables the JFC to take advantage of SOF core competencies to enhance situational awareness and facilitates staff planning of and training for integrated operations. However, such use does not mean that ARSOF will become dedicated reconnaissance assets for conventional forces. Instead, the JFC (through a joint special operations task force [JSOTF] or a TSOC) may task a SOF element to provide SR information to conventional forces that may be operating for a period of time within a joint special operations area (JSOA), or may task a SOF element on a case-by-case basis to conduct SR within a conventional force area of responsibility (AOR). Also, SOF and conventional elements working within the same AOR may develop formal or informal information sharing relationships that enhance each other's operational capabilities.

2-16. ARSOF may also employ advanced reconnaissance and surveillance sensors and collection methods that can employ indigenous assets. When received and passed to users, SR intelligence is considered reliable and accurate and normally does not require secondary confirmation.

COUNTERTERRORISM

2-17. JP 1-02 defines counterterrorism (CT) as operations that include the offensive measures taken to prevent, deter, preempt, and respond to terrorism. ARSOF possess the capability to conduct these operations in environments that may be denied to conventional forces because of political or threat conditions.

2-18. HN responsibilities, Department of Justice and Department of State lead agency authority, legal and political restrictions, and appropriate DOD directives limit ARSOF involvement in CT. ARSOF's role and added capability is to conduct offensive measures within DOD's overall combating terrorism efforts. ARSOF conduct CT missions as SO by covert, clandestine, or low-visibility means. ARSOF activities within CT include, but are not limited to—

- *Intelligence operations,* to collect, exploit, and report information on terrorist organizations, personnel, assets, and activities. ARSOF have the capability to conduct these operations in an overt, covert, or clandestine manner.
- *Network and infrastructure attacks,* to preempt strikes against terrorist organizations. The objective is to destroy, disorganize, or disarm terrorist organizations before they can strike targets of national interest.
- *Hostage or sensitive materiel recovery,* to rescue hostages or to recover sensitive materiel from terrorist control. These activities require capabilities not normally found in conventional military units. Ensuring the safety of the hostages and preventing destruction of the sensitive materiel are essential mission requirements.

- *Nonlethal activities,* to defeat the ideologies or motivations that spawn terrorism by nonlethal means. These activities could include, but are not limited to, PSYOP, IO, CAO, UW, and FID.

Note. Most CT activities are classified. Further discussion of CT is beyond the scope of this publication.

PSYCHOLOGICAL OPERATIONS

2-19. JP 1-02 defines PSYOP as planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The mission of PSYOP is to influence the behavior of foreign target audiences to support U.S. national objectives.

2-20. In the full range of military operations, PSYOP take on an added significance. Modern conflict is often a protracted politico-military struggle between political systems. It often encompasses all spheres of national activity—political, military, economic, social, and cultural. In protracted operations, noncombat activities can be as decisive as combat operations in conventional warfare. Sometimes, failure to achieve PSYOP objectives can mean defeat, regardless of the outcome of military operations.

2-21. In modern conflict, emphasis on the psychological or informational objective places PSYOP in a unique position. During stability operations, PSYOP can be used unilaterally or with economic, social, and political activities to limit or preclude the use of military force. In some cases, the military objective may be relevant only in terms of the psychological effect. History has shown that conflict is a battle of wills, where the intangible nature of morale and willpower can be defeated more in psychological terms than in physical terms.

CIVIL AFFAIRS OPERATIONS

2-22. CAO are conducted by the designated Active Army and Reserve Component (RC) CA forces organized, trained, and equipped to provide specialized support to commanders conducting CMO. Military commanders must consider not only military forces but also the environment in which they operate. This environment includes a civil populace that may be supportive, neutral, or antagonistic to the presence of military forces, both friendly and opposing. A supportive populace can provide material resources that facilitate friendly operations, as well as a positive moral climate that confers advantages on the military and diplomatic activities the nation pursues in achieving foreign policy objectives. A hostile populace threatens the immediate operations of deployed friendly forces and can often undermine public support at home for the nation's policy objectives. Operations that involve the interaction of military forces with the civilian populace are called CMO.

2-23. Commanders conduct CMO to establish, maintain, influence, or exploit relations between military forces and civil authorities (government and nongovernment) and the civilian populace in a friendly, neutral, or hostile AO to facilitate military operations and to consolidate operational objectives. CA forces may assist in performance of activities and functions by military forces that are normally the responsibility of local government. CMO may occur before or during military operations, as well as during posthostility operations. They may also occur, if directed, in the absence of other military operations.

2-24. CAO are performed or supported by CA forces. They embrace the relationship between military forces, NGOs, intergovernmental organizations (IGOs), and civil authorities and populations in areas where military forces are present. They also involve the application of CA functional specialty skills, in areas normally the responsibility of civil government, which enhance the conduct of CMO. CA units are organized, equipped, and trained to carry out missions that specifically include the conduct or support of CAO.

COUNTERPROLIFERATION OF WEAPONS OF MASS DESTRUCTION

2-25. JP 3-05 defines CP as actions taken to locate, seize, destroy, render safe, capture, or recover WMD. The major objectives of DOD CP policy are to prevent the acquisition of WMD and delivery systems, to roll back proliferation where it has occurred, to deter the use of WMD and their delivery systems, and to adapt U.S. military forces and planning to operate against the threats posed by WMD and their delivery systems. The continued spread of WMD technology can foster regional unrest and provide terrorist organizations with new and potent weapons. The core capabilities of CP include counterforce, active defense, passive defense, and consequence management. ARSOF focus on counterforce tasks and conduct CP missions as SO by covert, clandestine, or low-visibility means.

Note. Specific CP activities conducted by ARSOF are classified. Further discussion of CP is beyond the scope of this publication.

SUPPORT TO INFORMATION OPERATIONS

2-26. JP 3-13, *Information Operations*, defines IO as the "integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt, or usurp adversarial human and automated decision making while protecting our own." ARSOF support to IO affects the information environment to achieve information superiority over an adversary. Information superiority is the operational advantage derived from the ability to collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an adversary's ability to do the same (FM 3-0, *Operations*). The ultimate targets of all IO are the human decision-making processes and the attainment of information superiority, which enable friendly forces to understand and act first. As appropriate, IO target or protect information, information-transfer links, information-gathering and information-processing nodes, and the human decision-making process through core, supporting, and related capabilities.

2-27. ARSOF support to IO may involve complex legal and policy issues requiring careful review and national-level coordination and approval. Additionally, IO requires intelligence support for effective targeting and assessment. The IO cell on the JFC's staff deconflicts and synchronizes IO throughout the operations process to achieve unity of effort supporting the joint force. The IO cell is a critical element to ensure ARSOF and joint SOF are integrated, coordinated, and deconflicted throughout the information environment.

Chapter 3
Forces

ARSOF offer the President, the SecDef, and the GCCs a variety of options in conducting U.S. national military strategy. ARSOF can respond swiftly to political, military, or humanitarian crises. ARSOF can assist in preempting, ameliorating, or resolving problems before they escalate. Their tactical and technical expertise, regional orientation, and intercultural skills enable them to interact effectively with foreign military and civilian populace in the GCC's AORs. Their small size, inherent flexibility, and versatility enable them to deploy rapidly to shape the environment and to respond to crises. ARSOF refer to SF, Rangers, SOA, PSYOP, CA, and SO support units.

UNITED STATES ARMY SPECIAL OPERATIONS COMMAND

3-1. The United States Army Special Operations Command (USASOC) (Figure 3-1) is the ASCC of USSOCOM. It provides trained and ready SF, Ranger, SOA, PSYOP, and CAO personnel to GCCs and U.S. Ambassadors. The USASOC Commander exercises command of continental United States (CONUS)-based Active Army SOF. He also oversees and evaluates CONUS-based ARNG SOF. USASOC is responsible for the development of unique ARSOF doctrine, TTPs, and materiel.

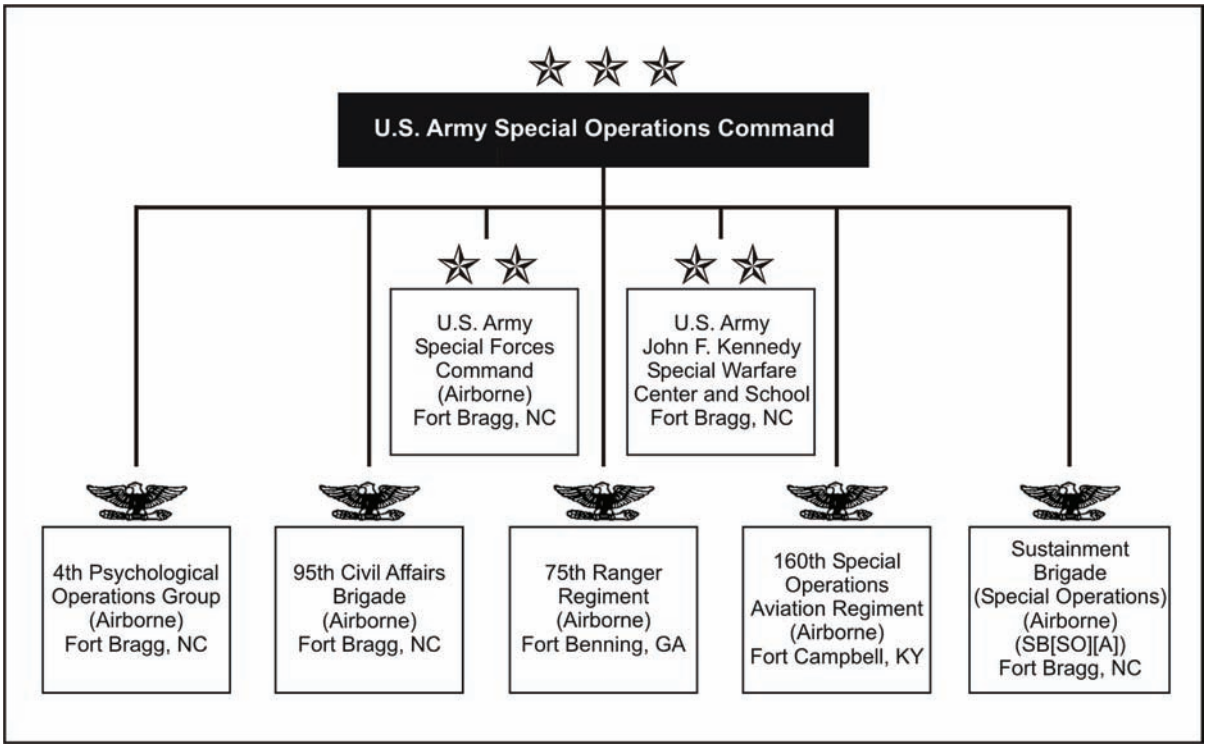

Figure 3-1. ARSOF organization

ORGANIZATION

3-2. The USASOC consists of direct reporting units (DRUs) manned with civilians and Active Army and RC military personnel. The DRUs of USASOC are the United States Army Special Forces Command (Airborne) (USASFC[A]), the USAJFKSWCS, the 4th Psychological Operations Group (Airborne) (POG[A]), the 95th Civil Affairs Brigade (Airborne[A]), the 160th Special Operations Aviation Regiment (Airborne) (SOAR[A]), the 75th Ranger Regiment (A), and the SB(SO)(A). The command structure of USASOC is shown in Figure 3-1, page 3-1.

TASK

3-3. The task of USASOC is to organize, train, man, equip, educate, maintain combat readiness, and deploy assigned Active Army and RC (Army Reserve and ARNG) ARSOF to accomplish SO missions. These missions are assigned by the CDRUSSOCOM or GCCs employing SOF and include, but are not limited to, UW, FID, DA, SR, PSYOP, and CA missions.

SPECIAL FORCES

3-4. The USASFC(A) consists of five Active Army SF groups and two ARNG groups (Figure 3-2). SF are U.S. Army forces organized, trained, and equipped to conduct SO, with an emphasis on UW capabilities. SF make up a unique, unconventional, combat arms organization. They are highly trained and experienced professionals with an extraordinary degree of versatility. They can plan and conduct SO across the range of military operations. Their tactical actions may often have operational or strategic effects.

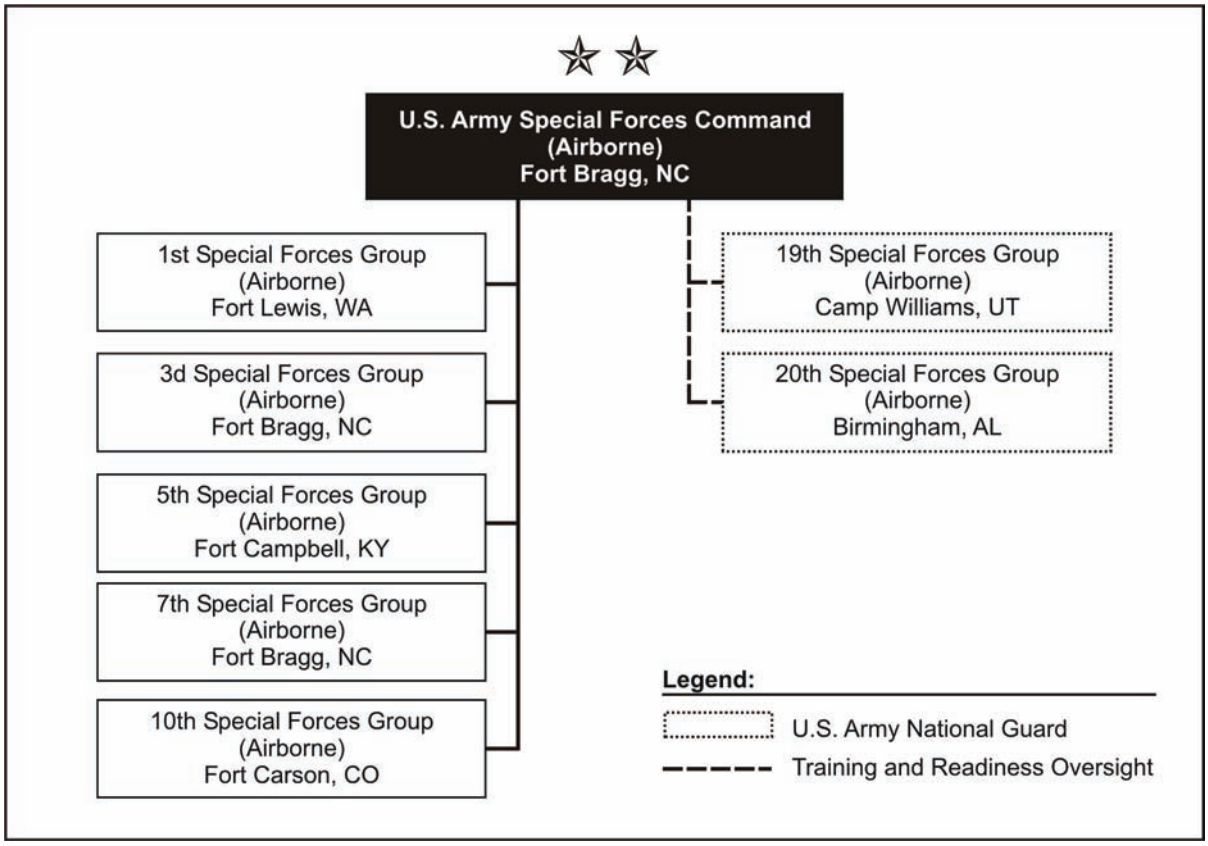

Figure 3-2. USASFC(A) organization

3-5. SF operations are characterized by their strategic and operational implications. The unique SF skills in language qualification, regional orientation, cultural awareness, and interpersonal relations are keys to the successes experienced by SF units in the field. SF operations require flexible and versatile forces that can function effectively in diverse and contradictory environments. Examples of these operations include counterdrug operations in Latin America, operations in support of Operation ENDURING FREEDOM in Afghanistan and Operation IRAQI FREEDOM, joint commission observers in Bosnia, humanitarian mine action initiatives, joint combined exchange training (JCET) initiatives worldwide, and the training of foreign military forces in peacetime operations. Blending their skills and experience enables SF Soldiers to navigate in ambiguous environments that affect the political, social, religious, and humanitarian aspects of today's uncertain environment.

ORGANIZATION

3-6. The Special Forces Group (Airborne) (SFG[A]) (Figure 3-3) constitutes the largest combat element of ARSOF. It consists of a headquarters and headquarters company (HHC), four SF battalions, and a group support battalion. A chemical reconnaissance detachment (CRD) is a USASFC(A) asset attached to an SF group. The CRD conducts chemical reconnaissance and sampling in permissive, uncertain, and hostile environments for SOF commanders and the GCC. The group HHC provides administrative and logistics support to the group HQ. The group support battalion provides intelligence support, signal support, and logistics support to the command and its deployed teams. The signals intelligence (SIGINT) section conducts single-source collection, collection management, and analysis. The section consists of the technical control and analysis element (TCAE) and six special operations teams A.

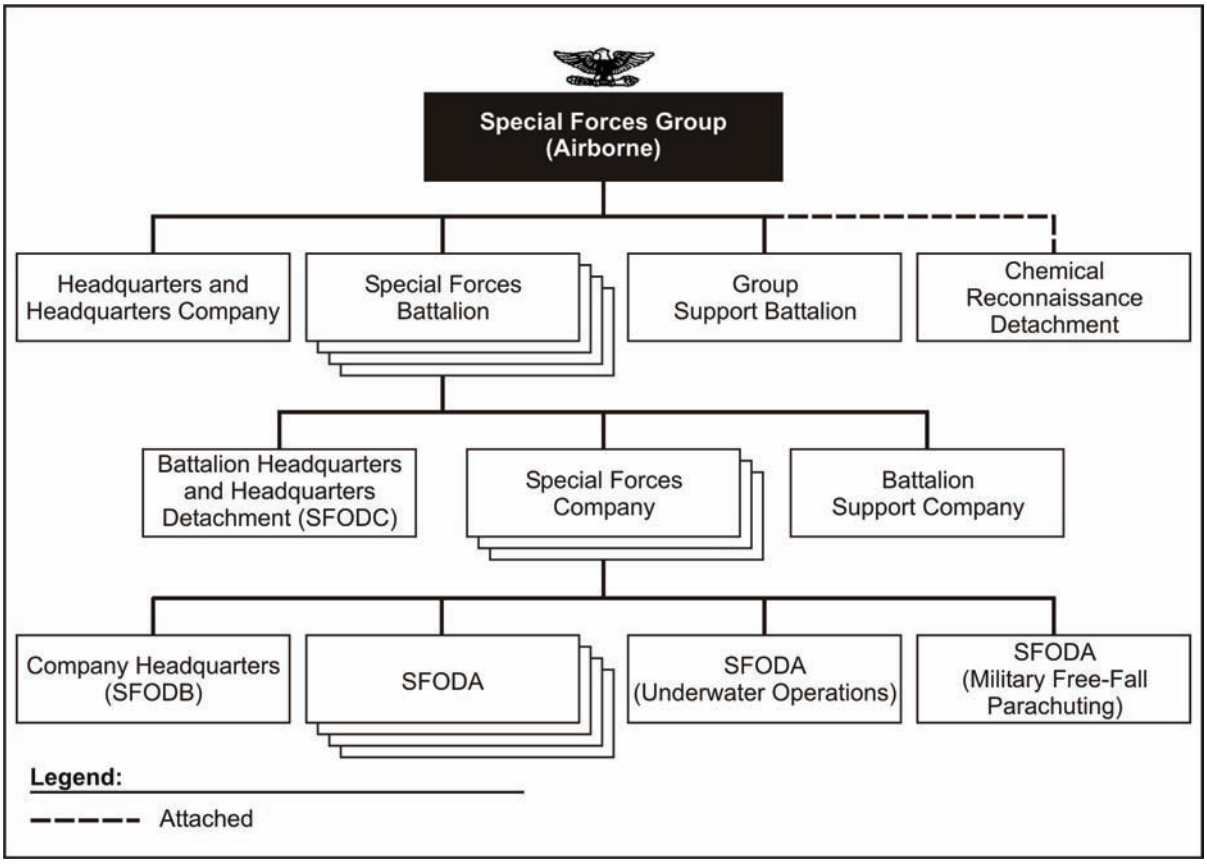

Figure 3-3. SFG(A) organization

3-7. The SFG(A) is an extremely flexible organization designed to have self-contained C2 and support elements for long-duration missions. Because of this flexibility, the SFG(A) has the capability to form the

nucleus of a special operations task force (SOTF). The SFG(A) is also normally identified as the Army service force component of a JSOTF.

3-8. SF battalions consist of a HQ detachment, two or more SF companies, and a support company (with similar structure and function as a group support battalion). SF companies consist of a company HQ (Special Forces operational detachment B [SFODB]) and six Special Forces operational detachments A (SFODAs). The SFODB is an operational C2 element and is normally employed in one of three ways. An SFODB can establish an advanced operations base, which is usually small, light, and tailored to perform specific missions, such as forward launch and recovery, logistics, and communications. From this location, the SFODB usually exercises C2 of from one to six SFODAs. The SFODB can also establish an isolation facility within the framework of the SOTF to isolate and prepare up to six SFODAs for infiltration, mission execution, and exfiltration. Finally, the SFODB can establish a special operations command and control element (SOCCE) or Special Forces liaison element (SFLE) at a functional component or Service force HQ to facilitate JFC-designated command relationships between the JSOTF and that HQ. An SFODB normally requires augmentation from group or battalion assets to perform any of these missions.

3-9. The SFODA, composed of 12 men, is the primary SF operational unit. A captain commands the SFODA, and a chief warrant officer serves as the assistant commander. The detachment also has two noncommissioned officers (NCOs) in each of the SF functional areas: weapons, engineer, medical, communications, and operations. The redundant capabilities within an SFODA allow the commander to employ his teams as either full or split teams. SFODAs can operate independently or with indigenous forces within a denied area. Additional SF or other SOF personnel may augment SFODAs to conduct specific operations.

3-10. SF are well suited to operate in a joint, multinational, or interagency environment. The inherent versatility and flexibility of SF allow commanders to integrate and synchronize their capabilities readily with those of other theater assets. SF Soldiers learn advanced skills to operate independently for extended periods in remote, isolated areas. The inherent skills required for conducting SO—combined with the quality, motivation, and experience commonly found in SF—allow SF Soldiers to conduct a multitude of missions. SF have superb collective skills and can adapt to dynamic, complex situations and emerging missions.

TASK

3-11. When tasked by USASOC to fill personnel requirements for validated missions in current and projected war plans, USASFC(A) may recommend both Active Army and ARNG DRUs and direct training priorities to meet requirements for assigned missions. USASFC(A) also recommends to USASOC the employment of DRUs and their level of participation in Chairman of the Joint Chiefs of Staff (CJCS) exercises, JCET, mobile training teams, deployments for training, and deployments in support of other regional engagement operations as directed by the GCCs.

3-12. SF perform seven primary tasks:

- *UW.* UW is at the core of seven principal SF tasks. UW capabilities provide the method and skill sets by which all other SF missions are accomplished. SF are specifically organized, trained, and equipped for the conduct of UW. SF are regionally oriented, language-qualified, and specifically trained to conduct UW against hostile nation States and non-State entities to achieve U.S. goals.
- *FID.* SF support a U.S. FID effort predominantly by training, advising, and, if necessary, accompanying HN personnel. This task often uses all the skill sets of an SF operational element, including tactical skills; advanced medical skills; demolitions, weapons, weapon systems, and communications equipment skills; and basic PSYOP and CA skills. SF use these skills to develop in HN personnel capabilities to be a self-sufficient force.
- *DA.* SF can operate in either single-detachment or multidetachment strength for unilateral DA tasks. SF design DA operations to achieve specific, well-defined, and often sensitive results. SF DA operations often include the use of indigenous or surrogate personnel to facilitate operations security, force protection, target acquisition, and target destruction.
- *SR.* SF are specifically trained to perform SR. SF SR operations include, but are not limited to, regional survey teams in support of the TSOC; SR in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance for the

supported commander; SR support to a conventional force; and SR conducted to facilitate future operations. SF possess limited SIGINT and chemical reconnaissance assets that can complement the SR mission.

- *CT*. All SF units can support CT operations. Specially organized, trained, and equipped SF units are designated in-theater contingency plans to participate in CT operations. The GCC uses SF units with other forces as needed.
- *IO*. SF provide limited support to IO. The task could include electronic warfare (EW) support, computer network attack, and support to target planning.
- *CP*. Elements of SF perform CP of WMD as directed. The task could include locating, identifying, seizing, destroying, rendering safe, transporting, capturing, or recovering WMD.

EMPLOYMENT CONSIDERATIONS

3-13. Commanders employ SF to help attain strategic and operational objectives. SF may advise, train, or assist indigenous personnel in conventional reconnaissance, surveillance, and small-unit tactics to accomplish tactical objectives. They are the force of great utility to the JFC, especially when a low-profile military solution is the most politically acceptable. SF function best as force multipliers. They are of limited use as a strike, long-term, or permanent occupation force. For more information on SF, see FM 3-05.20, *Special Forces Operations*, and JP 3-05.

RANGERS

3-14. Rangers are a rapidly deployable airborne light infantry organized and trained to conduct highly complex joint DA operations with or in support of other SO units of all Services. Rangers can also execute DA operations in support of conventional non-SO missions conducted by a CCDR and can operate as conventional light infantry when properly augmented with other elements of combined arms.

3-15. The Ranger regiment (Figure 3-4, page 3-6) is ARSOF's light infantry force. Its specially organized, trained, and equipped Soldiers provide a capability to deploy a credible military force quickly to any region of the world. It performs specific missions with other SOF and often forms habitual relationships. Its missions differ from conventional infantry forces' missions in the degree of risk and the requirement for precise, discriminate use of force. It uses specialized equipment, operational techniques, and several modes of infiltration and employment.

ORGANIZATION

3-16. The regimental HQ is similar to the HQ of a conventional brigade combat team (BCT). In addition to commanding and controlling three Ranger infantry battalions and the Ranger Special Troops Battalion, the regimental HQ may, if augmented, exercise OPCON of conventional forces' logistical assets and other SOF for limited periods. The Ranger regiment is supported by a United States Air Force (USAF) staff weather team and has a habitual relationship with a USAF air support operations squadron for joint terminal attack controller (JTAC) support.

3-17. The Ranger infantry battalion is the primary combat element within the regiment. It is similar to an airborne light infantry battalion (including mortar, reconnaissance, and sniper platoons), but it does not have an antitank company. It consists of an HHC, four Ranger infantry companies, and a Ranger support company. The battalion has a USAF tactical air control party (TACP) attached to it. Each rifle company has three rifle platoons and a weapons platoon.

3-18. When required, the Ranger regiment provides a liaison team with secure communications to the supported commander's HQ. The team provides operations and logistics coordination at the supported HQ. It places an intelligence liaison officer (LNO) at the theater joint intelligence center (JIC) or the supported unit's all-source intelligence center to ensure accurate and timely intelligence to the regiment.

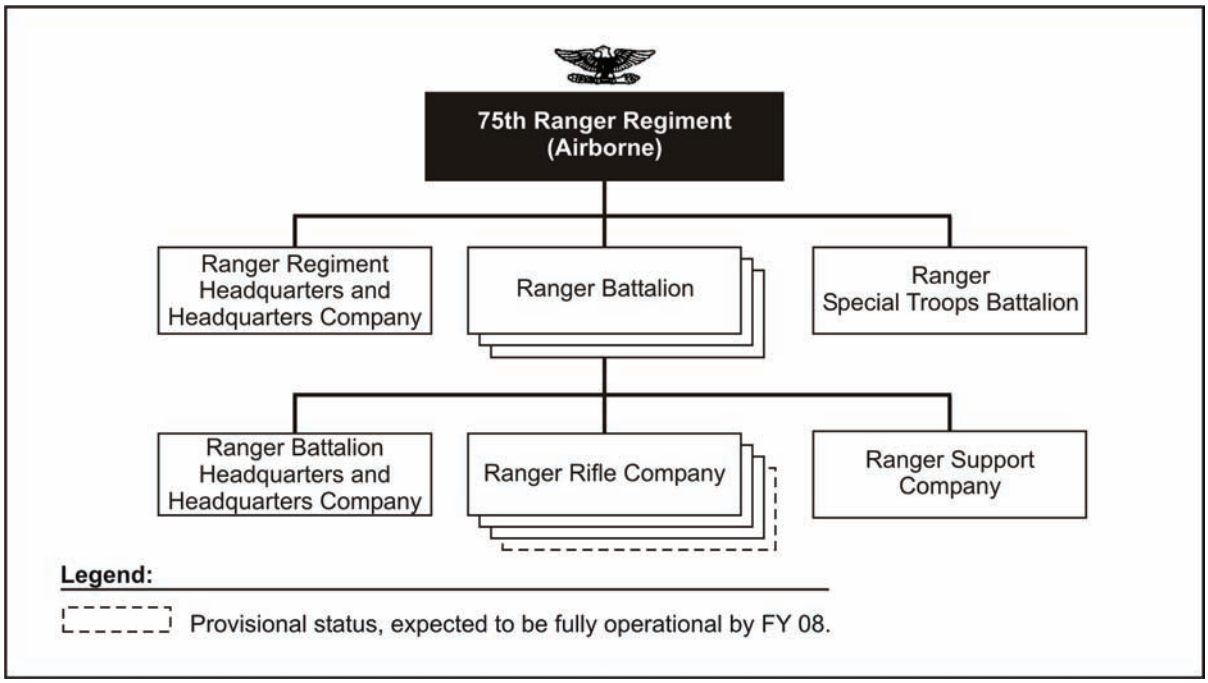

Figure 3-4. Ranger regiment organization

3-19. Rangers normally exercise C2 through command posts collocated with other SOF or conventional units. They do not have the organic capability to establish their own operations bases. The regiment's special troops battalion provides unique logistics support as required.

TASK

3-20. The Ranger regiment's task is to plan and conduct SO against strategic or operational targets in pursuit of national or theater objectives. Rangers may conduct military operations independently or in concert with conventional forces or other SOF. Rangers can also operate as light infantry when conventional airborne, air assault, or light infantry units are unsuited for or unable to perform a specific mission.

3-21. Ranger DA operations are normally deep penetration raids or interdiction operations against targets of strategic or operational significance. Typical DA missions for Rangers include forced-entry operations, airfield seizures, and the capture or destruction of targets.

EMPLOYMENT CONSIDERATIONS

3-22. The Ranger Special Troops Battalion and Ranger support companies at the battalion level provide the regiment internal logistical support, allowing the regiment to sustain combat operations beyond 72 hours. During all phases of training and operations, Ranger units need extensive dedicated and responsive external support.

3-23. Rangers emphasize offensive operations. Commanders should not assign missions that conventional light infantry units can perform.

3-24. The Ranger regiment has a reconnaissance company within the special troops battalion and a reconnaissance platoon in each battalion. The reconnaissance company can conduct a full range of reconnaissance and surveillance missions, including tactical reconnaissance and surveillance.

3-25. Rangers—unlike SF, PSYOP, and CA—are globally oriented, rather than regionally oriented. Current force structure and contingency requirements preclude their apportionment to a specific GCC. They can deploy worldwide when U.S. military presence would serve U.S. interests.

3-26. Rangers may participate in joint or multinational training exercises with allied or friendly military forces. This participation enhances U.S. national interests by demonstrating the capabilities of ARSOF. For more information on Rangers, see FM 7-85, *Ranger Unit Operations*.

AVIATION

3-27. SOA supports other SOF units by planning and conducting special air operations in all operational environments. Its specially organized, trained, and equipped aviation units provide the joint force special operations component commander (JFSOCC) with the capability to infiltrate, resupply, and exfiltrate SOF elements engaged in all SO core tasks.

ORGANIZATION

3-28. The U.S. Army's SOA unit is the 160th SOAR(A) (Figure 3-5, page 3-8). It consists of a regimental HHC and four SOA battalions. The regiment also has two tables of distribution and allowances (TDA) units assigned to the regiment. These are the special operations aviation training company (SOATC) and a systems integration and maintenance office (SIMO). SOA units can plan, conduct, and support SO missions for the ARSOF commander or for the TSOC (joint) at all levels of conflict.

3-29. SOA units can be task-organized based on expected missions, the requirements of the units they will support, environmental conditions in the theater of operations, and sustainment requirements. SOA typically task-organizes around one of the SOA battalions. When two or more battalions are required in-theater, the regiment HQ can provide C2 for SOA. With proper personnel and equipment augmentation, the regimental commander could also serve as a joint special operations air component commander (JSOACC).

3-30. SOA units are normally assigned to a JSOTF. The Commander, Joint Special Operations Task Force (CDRJSOTF) may exercise OPCON through either functional or Service components of the JSOTF, depending on the specific situation. When a joint special operations air component (JSOAC) is established as a functional component of a JSOTF, and under certain circumstances, OPCON of SOA may be exercised through the JSOACC.

TASK

3-31. The task of SOA is to plan, conduct, and support special air operations by clandestinely penetrating hostile and denied airspace. SOA supports SOF conducting joint, combined, interagency, and liaison and coordination activities in regional crises and major conflicts.

3-32. SOA's participation in each of the core tasks varies. In a DA role, SOA's primary contribution is to infiltrate SOF directly onto the objective or into a secure landing zone where SOF can move to their target. With armed helicopters, SOA provides close air support or conducts deep, unilateral, DA SO missions. SOA can support DA SO units as small as split SF teams and as large as a Ranger battalion. SOA can also conduct complex battalion-level air assault raids. It also supports command, control, communications, and intelligence; deception; and show-of-force operations.

3-33. SOA infiltrates, provides close air support and airborne C2, and exfiltrates supported SOF. Normal SOA support for SR operations is through infiltration, resupply, or exfiltration of SOF teams that perform these missions. Support for CP encompasses the same operational techniques used for DA, CT, and SR, including any required transportation of seized equipment or materiel. SOA support of SOF conducting UW, CA, and FID is normally limited to a supporting role and can be accomplished by conventional or HN aircraft. However, if the threat dictates, SOA can provide long-range, precise navigation insertion and extraction. It can also provide FID mission support by designating an SOA subject-matter expert as a member of a special operations or conventional force mobile training team.

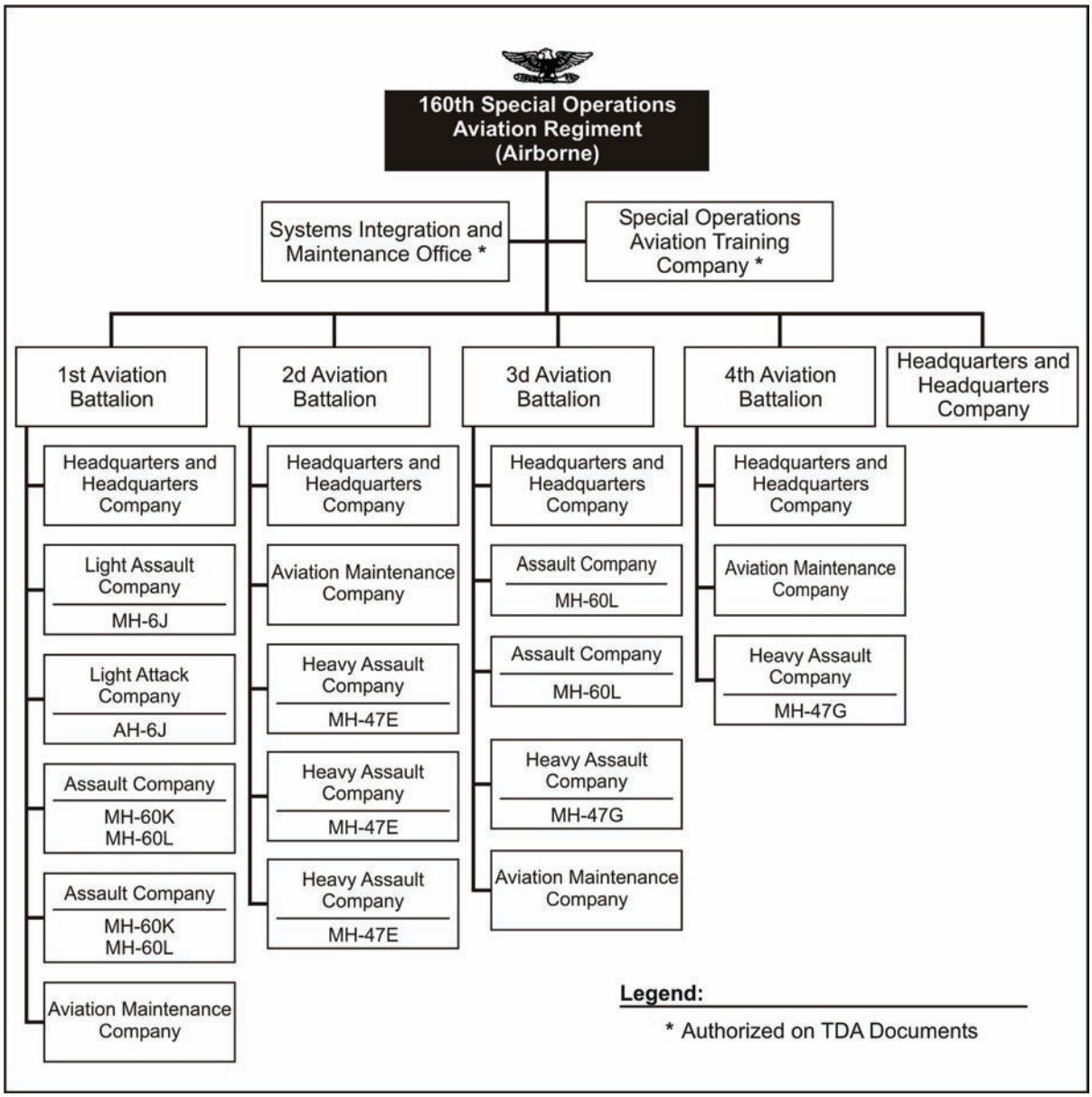

Figure 3-5. Special Operations Aviation Regiment organization

EMPLOYMENT CONSIDERATIONS

3-34. SOA provides SOF with the capability to penetrate hostile or denied territory and to accomplish SO missions. SOA units are equipped with specialized aircraft that have sophisticated, state-of-the-art special mission equipment. SOA aircrews are highly trained in the tactical employment of the aircraft and the execution of SO aviation tasks. SOA should arrive in the theater of operations with other SOF before hostilities and be allocated to high-payoff SO and core tasks that support the theater commander's campaign plan. SOA should exploit darkness, adverse weather conditions, and extended range and navigation systems to penetrate hostile territory from unexpected avenues of approach in the execution of special mission tasks. For more information on SOA, see FM 3-05.60, *Army Special Operations Forces Aviation Operations*.

PSYCHOLOGICAL OPERATIONS

3-35. PSYOP are organized and trained to conduct in-depth analyses of foreign target audiences, concentrating on their cultural, historical, political, social, economic, and religious characteristics, for the purpose of exploiting their psychological vulnerabilities. PSYOP's primary purpose is to modify the behaviors of the foreign target audiences to align with U.S. policy objectives. PSYOP are flexible and adaptable and are proficient in operating in widely diverse environments, conditions, and situations. PSYOP can operate in small autonomous teams or with other SO, conventional, or multinational units, or with OGAs. PSYOP units provide unique support to other military forces. They are designed to meet the needs of conventional and other SOF commanders in all operational environments.

3-36. PSYOP are characterized by their extraordinary ability to analyze and deal with complex politico-military problems. Their varied skills include techniques in persuasive, cross-cultural, and mass media communications; practical knowledge of social and behavioral psychology; cultural and situational awareness; and foreign language proficiency. These skills, unique to PSYOP, are proven keys to successful mission accomplishment and task attainment.

ORGANIZATION

3-37. PSYOP assigned to USASOC consist of the 4th POG(A) (Figure 3-6, page 3-10). The 4th POG(A) consists of a research and analysis division, regional battalions, a tactical battalion, a dissemination battalion, and an HHC.

3-38. The 4th POG(A) provides PSYOP support that ranges from area and target analysis, product development, and media production at the strategic and operational levels, to information collection and product distribution and dissemination. The organic media capabilities of the POG(A) include fixed and deployable printing presses; television; amplitude modulation, frequency modulation, and shortwave radio broadcasting stations; fixed and deployable audio, visual, and audiovisual production capabilities; and tactical loudspeaker dissemination. The Research and Analysis Division, consisting of four regionally oriented strategic studies detachments (SSDs), contributes analyses and expertise to PSYOP mission planning. It also serves as a response cell for PSYOP analytical support to deployed PSYOP forces for mission planning and execution.

3-39. Regional battalions provide PSYOP support in the form of a Psychological Operations support element (PSE) or Psychological Operations task force (POTF). Whenever a POTF is established to support GCC or JTF operations, the regional PSYOP battalion serves as its nucleus. Regional battalions have companies with the primary functions of PSYOP planning and development for specific regions within the AORs. Military and civilian PSYOP specialists have in-depth knowledge of regional cultures, religions, marketing, advertising, and languages.

3-40. The tactical battalion primarily provides PSYOP staff planning and support. The tactical Psychological Operations battalion (POB) can develop, produce (limited quantities and quality of printed products), and disseminate PSYOP series (combinations of products directed against a target audience) in support of SOF. Tactical PSYOP specialists use man-packed, vehicle, heliborne, or watercraft-mounted loudspeakers to augment face-to-face communications. Tactical PSYOP elements play a key role in monitoring PSYOP programs by gathering PSYOP-relevant information for the POTF or PSE.

3-41. The dissemination battalion provides signal support, media broadcast capabilities, and audio, visual, and audiovisual PSYOP production. The battalion also provides direct support (DS)-level and general support (GS)-level maintenance of PSYOP-peculiar equipment. The unit also provides media specialists and detachments to augment task-organized PSYOP forces.

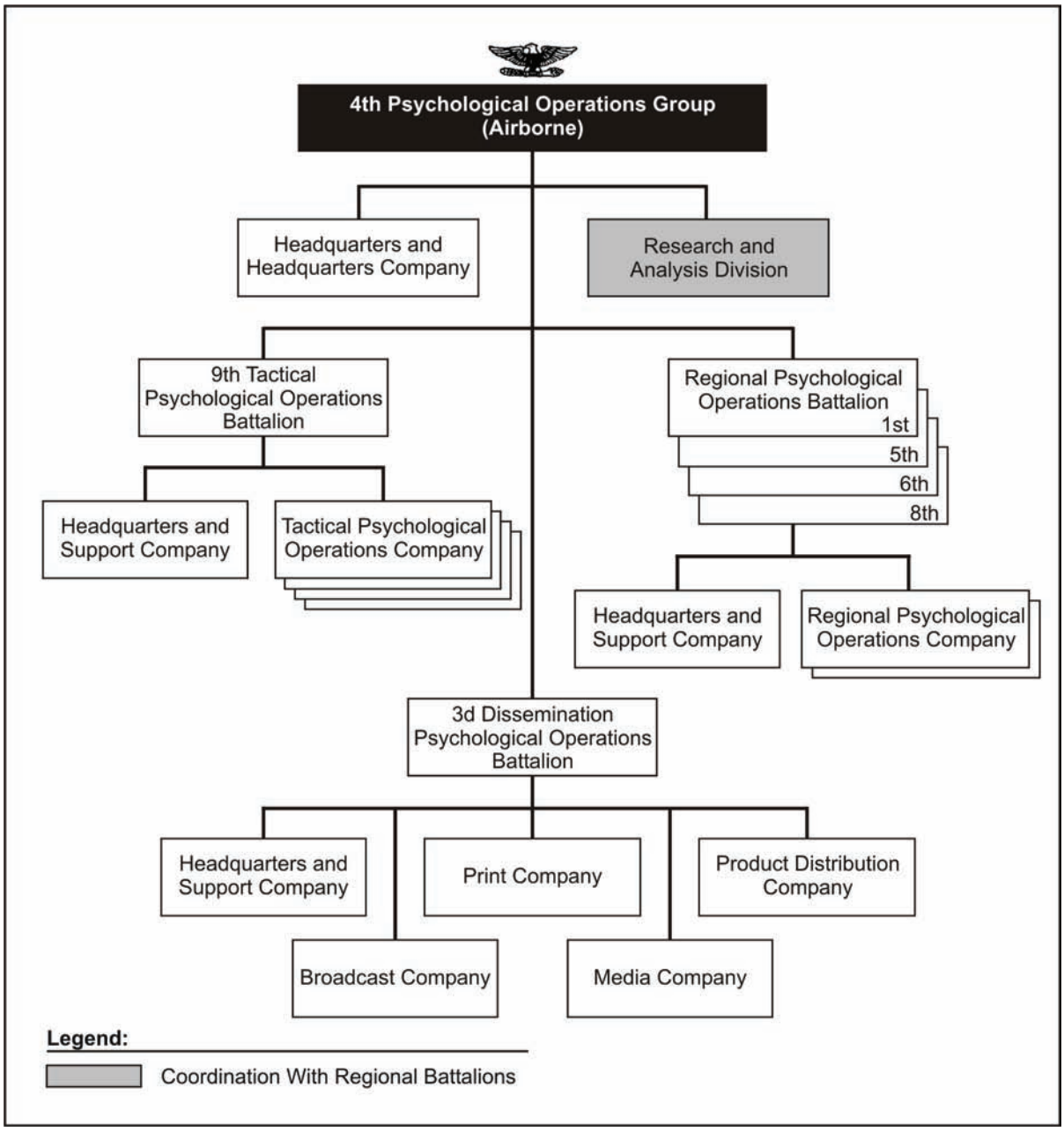

Figure 3-6. POG(A) organization

TASK

3-42. PSYOP perform five primary tasks:

- *PSYOP*. The primary task of PSYOP is to influence the behavior of foreign target audiences to support U.S. national objectives. PSYOP accomplish this task by conveying selected information and advising on actions that influence the emotions, motives, objective reasoning, and ultimately the behavior of foreign audiences.
- *IO*. As a key component of IO, PSYOP are considered primarily to be shaping operations that create and preserve opportunities for decisive operations. PSYOP help shape both the physical and informational dimensions of the operational environment.

- *FID*. PSYOP support to FID focuses on assisting HN personnel to anticipate, preclude, and counter threats. FID supports HN IDAD programs. U.S. FID programs may address threats to an HN's internal stability, such as civil disorder, illicit drug trafficking, and terrorism.
- *UW*. PSYOP are a vital part of UW operations. When properly employed, coordinated, and integrated, PSYOP can significantly enhance the combat power of resistance forces. PSYOP augment SOF to conduct in-depth analyses of foreign target audiences, concentrating on their cultural, historical, political, social, economic, and religious characteristics, for the purpose of exploiting their psychological vulnerabilities to support U.S. objectives.
- *CT*. PSYOP support CT by integrating with other security operations to target the forces employing terrorism. The aim is to place the terrorist forces on the psychological defensive. CT operations are complex and necessitate cooperation between many agencies and across geographic regions, as terrorism has become a worldwide phenomenon.

EMPLOYMENT CONSIDERATIONS

3-43. When missions require immediate deployment, the 4th POG(A)'s PSYOP battalion normally meets the initial requirement. However, prolonged operations require the activation and deployment of RC elements to replace the Active Army PSYOP assets. Whether deployed as a unit, an element, or individuals, PSYOP forces are normally attached to the supported command (Figure 3-7).

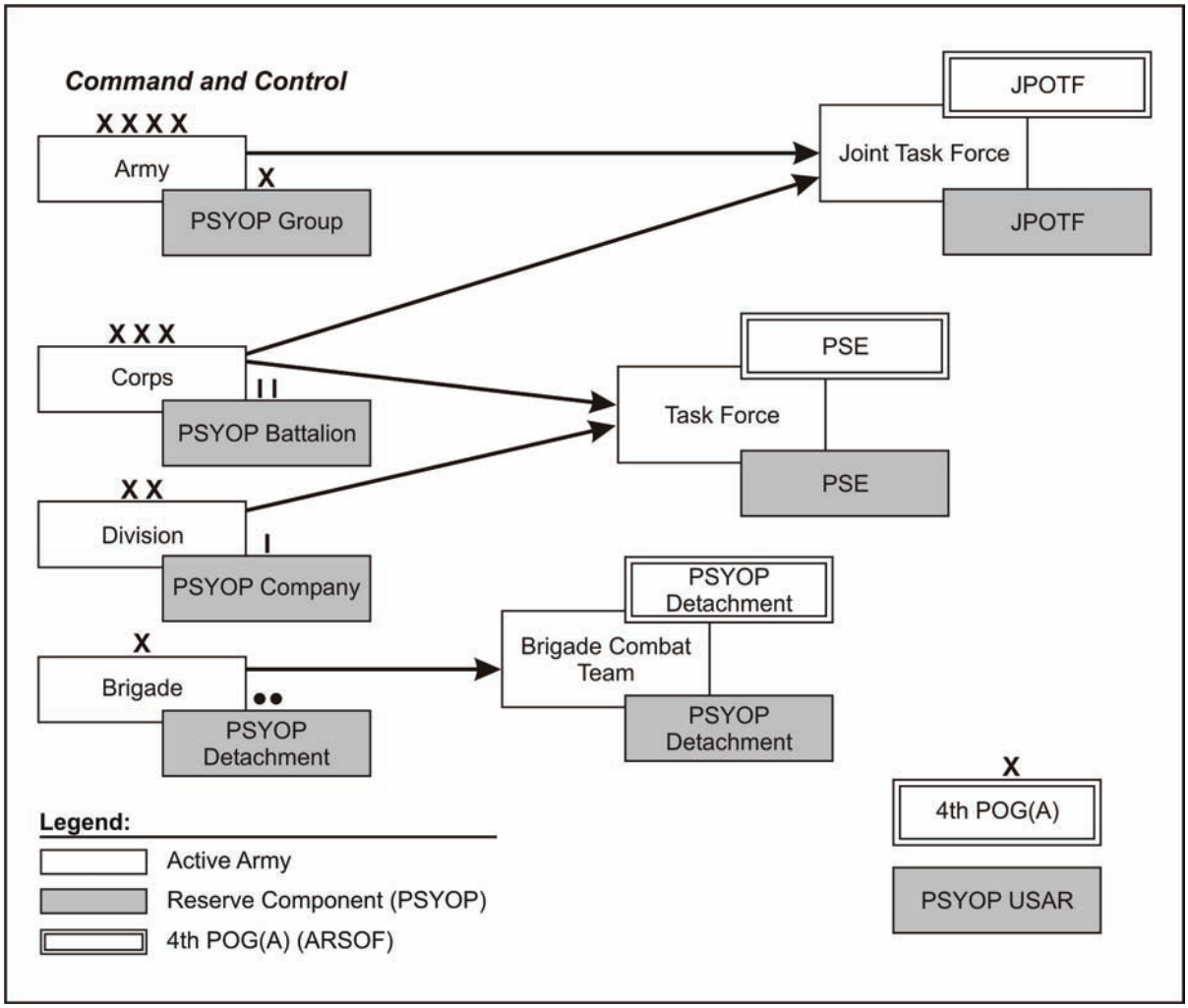

Figure 3-7. Notional PSYOP support linkup of Active or USAR elements to employment

3-44. PSYOP have a robust analytical capability that provides in-depth knowledge of foreign target audiences within a country or an AO and of factors that shape foreign target audiences, such as their society, culture, language, religion, values, history, politics, economics, and media, as well as their current human and psychological conditions. This profound understanding provides PSYOP with the ability to plan, design, and execute effective persuasive communications programs tailored to the target audience's cultural environment and mindset. PSYOP design, develop, and, in most cases, produce different media (print, broadcast, and electronic) and also recommend the execution of specific activities by other SOF or government agencies to influence the target. Although PSYOP may be executed unilaterally, they achieve the best results when employed with other SOF activities to achieve the desired results.

3-45. A PSYOP assessment team should be deployed before crisis-action planning or deliberate planning to determine the feasibility of PSYOP application. To ensure integration and synchronization, PSYOP must be incorporated into planning early in the process.

3-46. PSYOP have an organic research and analysis division that provides each regional POB with analysts. These analysts conduct thorough research and analysis of target countries, regions, groups, and issues to develop effective PSYOP-specific studies, assessments, and plans.

CIVIL AFFAIRS

3-47. The post-Cold War strategic environment has rapidly increased the scope of U.S. military missions. Thus, the requirement to evolve the capabilities needed to serve the nation by providing support to civil authorities and nation assistance has dramatically increased. These missions significantly contrast the former primary role of war deterrence and combat operations to defeat threats abroad. These ever-increasing demands have focused more and more on the conduct of CMO. As the need to conduct CMO increases, the military commander must understand CMO and the use of CA assets available to help him meet his legal and moral obligations.

3-48. CMO are an inherent responsibility of command. They encompass the activities military commanders take to establish and maintain relations between their forces and the civil authorities, general population, resources, and institutions in friendly, neutral, or hostile areas where their forces are employed. Commanders plan and conduct CMO to facilitate military operations and to help achieve politico-military objectives derived from U.S. national security interests. Establishing and maintaining military-to-civilian relations entail interaction between U.S., multinational, and indigenous security forces and government and nongovernment agencies. These activities may occur before, during, after, or in the absence of other military actions.

3-49. In accordance with (IAW) joint doctrine, CMO are a function of command—the same as security, intelligence, and operations. A CMO staff section should be located with the commander and his battle staff at the tactical operations center, the various command posts, and the civil-military operations center (CMOC).

3-50. The CMOC is a standing capability within all CA units—from the company level (tactical level) to the Civil Affairs command level (strategic level). The CMOC serves as the primary interface between the U.S. Armed Forces, indigenous population and institutions, humanitarian organizations, NGOs, the United Nations and other IGOs, multinational military forces, and other agencies of the USG. The purpose of the CMOC is to ensure continuous coordination among the key participants on CMO and CAO from the local to international levels within an AO. For more information on the CMOC, see JP 3-57, *Joint Doctrine for Civil-Military Operations*, and FM 3-05.40, *Civil Affairs Operations* (currently published as FM 41-10, *Civil Affairs Operations*).

ORGANIZATION

3-51. CA units provide the commander an important tool to assist in planning and executing CMO. CA units support both conventional forces and SOF at the strategic, operational, and tactical levels. The USASOC CA unit is the 95th Civil Affairs Brigade (Figure 3-8, page 3-13). The majority of the Army CA force is in the USAR, composed of skilled functional specialists experienced in government, economic, and other public administrative functions—for example, education, public transportation, communications, and

public works and utilities. Army CA units have medical personnel assigned to advise, evaluate, and coordinate medical infrastructure, support, and systems issues in foreign countries. Many of these specialties are not found in the Active Army force structure and, as such, provide a unique capability.

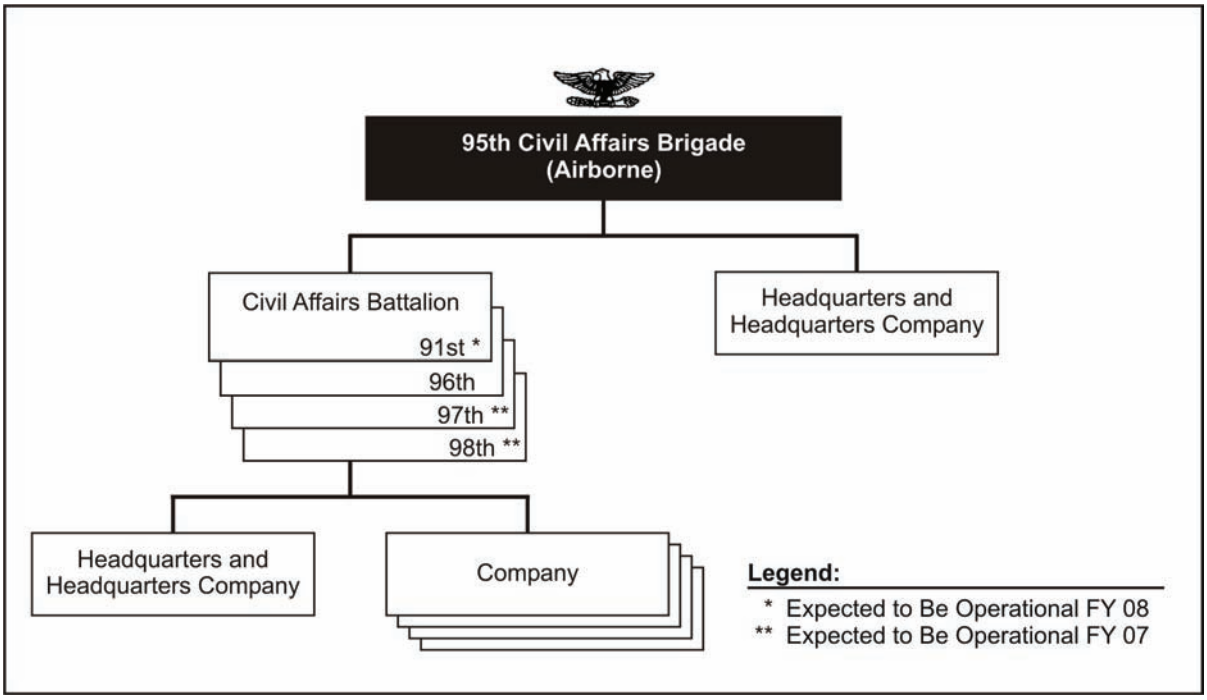

Figure 3-8. CA organization

3-52. The CA battalion is the division commander's ready capability to plan, enable, shape, and manage stabilization, reconstruction, and enablement of civil administration at the provincial level. The CA battalion's Civil Affairs planning team (CAPT) augments the organic division CMO staff in support of tactical and main command posts. CAPTs develop plans that use CA, OGAs, IGOs, NGOs, and HN or foreign nation resources to optimize CMO effects. CMOCs and their civil liaison teams coordinate plans and operations with the civil component. Plans are developed by and implemented through the use of Civil Affairs teams (CATs) and CA functional specialists who conduct the key leader engagement, project management, and civil reconnaissance that feed into the supported commander's common operational picture (COP).

3-53. The 95th Civil Affairs Brigade's CA battalions are composed of CA generalists. The battalions provide GCCs immediate operational access to CA assets and are the only CA units available for immediate (time-phased force and deployment list [TPFDL]) deployment. The CA battalion can perform CA generalist tasks at all levels until USAR CA units can be mobilized and deployed to the theater. (***Note.*** At the time of this manual's publication, the 95th CA Brigade is expected to be fully operational by FY 08.)

3-54. The CA company is the BCT's ready capability to assist its CA and CMO staff in planning and conducting CMO. The CA company is organized to establish a CMOC.

TASK

3-55. The task of CA forces is to support the commander's relationship with civil authorities and the civilian populace, to promote mission legitimacy, and to enhance military effectiveness. CA units consist of personnel who plan, supervise, and conduct CAO in support of CMO. CA operations encompass all activities undertaken to support the conduct of CMO and to provide support for civil administration. CA elements are force multipliers that engage the nonmilitary aspects and phases of operations to enhance military efforts and to promote legitimacy throughout the range of military operations.

3-56. CAO consist of those actions taken to support the military commander's assigned mission and U.S. national policy that involve interface and coordination with foreign nation military and civilian agencies, NGOs, or IGOs. CA core tasks include—

- Populace and resources control.
- FHA.
- Nation assistance.
- Support to civil administration.
- Civil information management (CIM).

3-57. Civil administration consists of activities undertaken to assist friendly foreign governments or to establish civil administration under agreement with the local, legitimate government in occupied territory. This function includes, among other activities, U.S. military commanders exercising certain authority normally associated with local and civil governments. Civil administration activities include support to civil administration in friendly territory and civil administration in occupied territory.

EMPLOYMENT CONSIDERATIONS

3-58. CA units plan, manage, and assist in the conduct of CMO supporting the GCC and his subordinate forces. CA assets may also provide staff support to ASCC and joint theater staff, as required. The primary mission of the USAR Civil Affairs Command (CACOM) is to provide theater-level CA planning, coordination, policies, and program support to the stabilization, reconstruction, and development effort. The CACOM connects to the GCC or the JTF or joint force land component commander (JFLCC) support system. The CACOM's CAPTs provide an immediately deployable planning capability in support of the GCC, JFLCC, and ASCC and can augment a JTF staff. The CACOM trains, equips, and prepares its subordinate units for mobilization and deployment; however, deployed CA units are attached to and under the TACON of the supported command (Figure 3-9, page 3-15).

3-59. The CA brigade functions as the regionally focused, expeditionary, operational-level CA capability that supports the Army corps and the JTF HQ. The CA brigade plans, enables, shapes, and manages CAO. The CA brigade enables support to civil administration and is the operational C2 structure to form a combined joint civil-military operations task force (JCMOTF). Its focus is on tactical and operational employment of CA forces.

3-60. The primary mission of the 95th Civil Affairs Brigade (Airborne) is to support SOF and to maintain a habitual planning relationship with the respective TSOCs. However, when conducting contingency operations, the 95th Civil Affairs Brigade (Airborne) CA battalions normally meet the initial requirement and deploy for a short duration in support of conventional forces. Prolonged operations require the activation and deployment of USAR CA elements to replace the Active Army CA elements. Whether deployed as a unit, an element, or individuals, CA forces are normally attached to and under the TACON of the supported command.

3-61. CA forces are austere organizations and, as such, have limited logistics, transportation, and communications capabilities. Therefore, CA units are light and easily deployable, but they require the gaining unit's logistics, transportation, and communications support.

3-62. The Deputy Chief of Staff for Civil-Military Operations (G-9) develops the CMO section to ensure that the various command posts at the division and corps levels have adequate CMO planning capabilities. This section provides direct interface and daily coordination with the division and corps staffs at the corps or the division tactical operations center.

3-63. CA units provide unique support to other military forces. CA units are designed to meet the needs of conventional force commanders and other SOF commanders in all operational environments. In addition, CA units may support JTF and multinational forces. The CA area study, prepared regionally or by country, is the basic information background research document for CA forces and can be a valuable source of information to the supported unit.

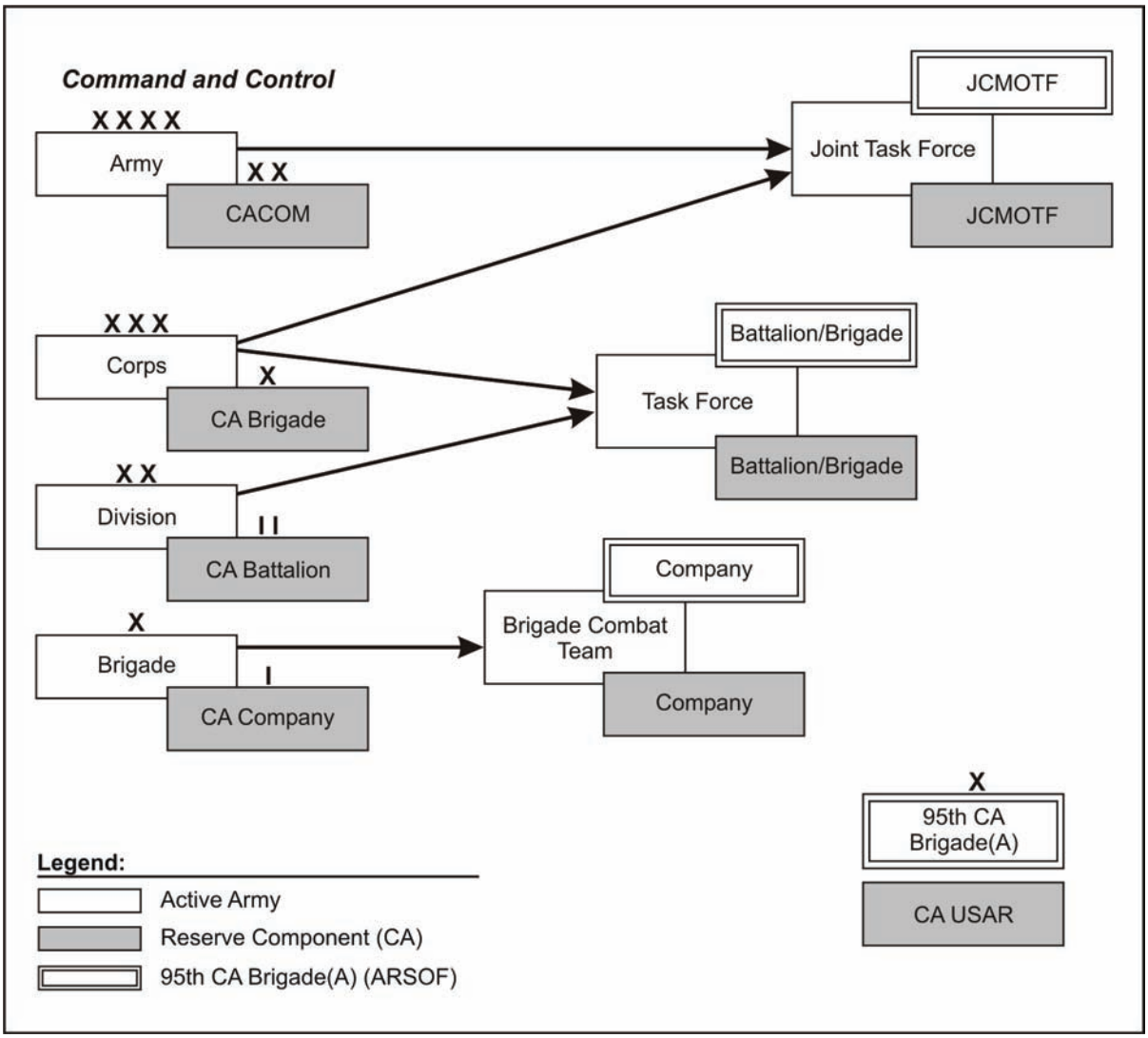

Figure 3-9. Notional CA support linkup of Active or USAR elements to employment

3-64. The presence of populated areas in or near the force's AO is probable. Proximity of the operation to these areas presents the potential for civilian interference (active or passive) with military operations. These areas also provide opportunities to obtain supplies, facilities, services, and labor that may support military operations. CA units supporting CMO involving engineer, military police, and HN efforts can support maneuver commanders by helping to minimize civilian interference and, to a lesser degree, to assist other elements in gaining local area logistics support.

3-65. Subordinate JTFs normally require CA staff augmentation. This augmentation can support the Operations Directorate (J-3), Logistics Directorate (J-4), and Plans Directorate (J-5) sections or be used to establish the CMO section in those JTFs not established from a corps or division HQ. If the JTF is established from a corps or division, the G-9 normally becomes the Joint CMO staff officer. The CA brigade commander may serve as the special staff officer or advisor to the JTF commander for CMO.

3-66. The TSOC integrates CAO into joint SO activities. Task-organized CA elements may be attached to the TSOC for a specific period to provide dedicated support. A CAPT may be used at JSOTF level to assist in CMO planning and to provide CAO expertise to the JSOTF. The tasks performed to support SOF mirror those for conventional forces, but they are conducted in an SO environment.

3-67. CA forces are important to IO because of their capability to interface with key organizations and individuals in the information environment. CAO can support and assist IO objectives by coordinating with, influencing, developing, or administering indigenous infrastructure in foreign AOs and gauging measures of effectiveness. For more information on CAO, see FM 3-05.40 (currently published as FM 41-10) and JP 3-57.1, *Joint Doctrine for Civil Affairs*.

SUSTAINMENT BRIGADE (SPECIAL OPERATIONS) (AIRBORNE)

3-68. All SOF operations are inherently joint operations. Unlike conventional logistics units, ARSOF logistics planners frequently plan, coordinate, and provide support for their own forces from the battalion level to the theater or joint level. They must, therefore, be knowledgeable of joint operations and be able to interface for logistics support throughout the theater.

ORGANIZATION

3-69. The SB(SO)(A) (Figure 3-10) is a DRU of USASOC. It provides battlefield logistics C2, signal, and Level II force health protection (FHP) in support of ARSOF.

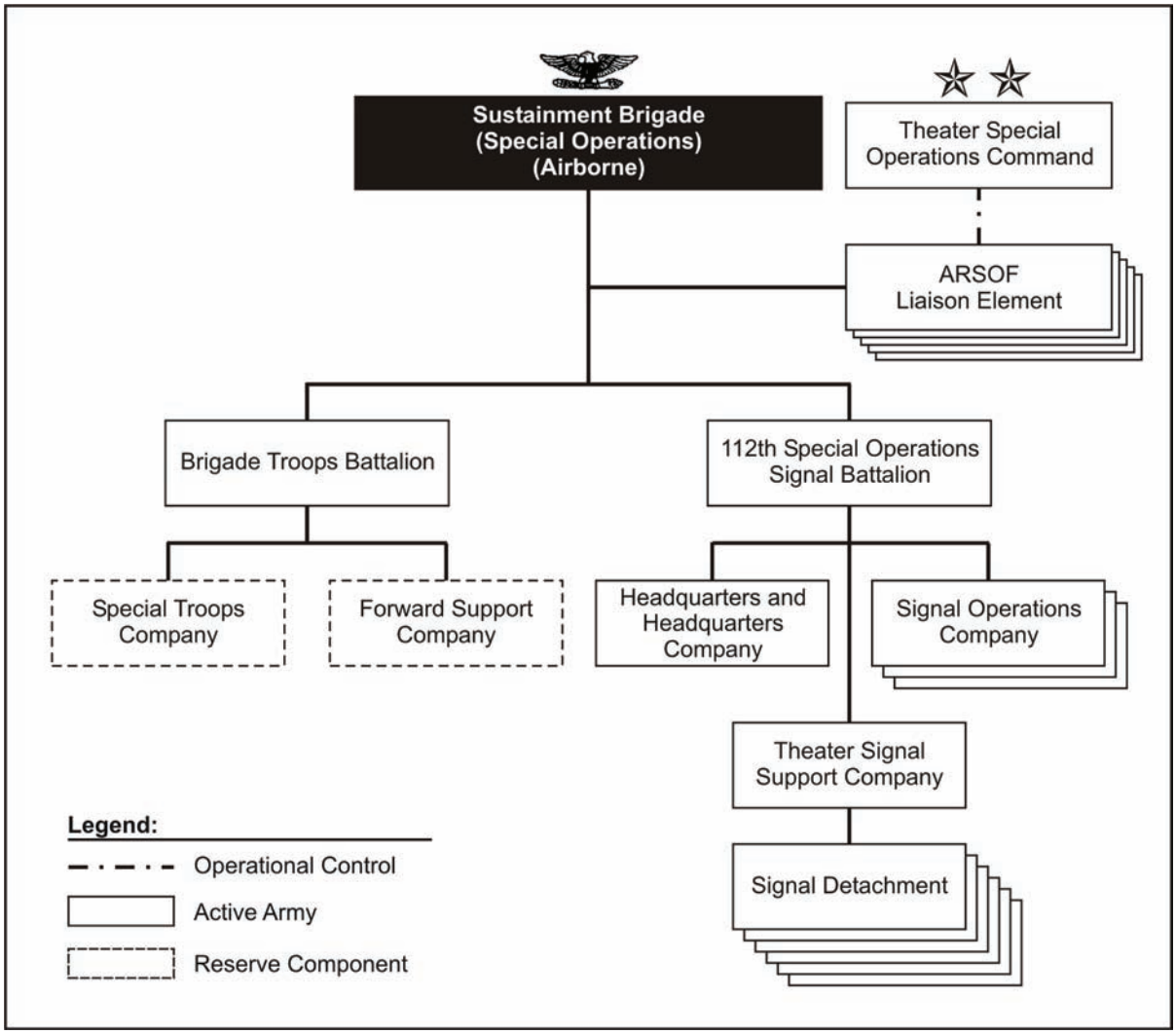

Figure 3-10. Sustainment Brigade (Special Operations) (Airborne) organization

Brigade Troops Battalion

3-70. The Brigade Troops Battalion (BTB) is a deployable multicomponent modified table of organization and equipment (MTOE) battalion HQ. It provides C2 and synchronizes the functions of the BTB to support the SB(SO)(A). The BTB provides the primary staff management to support internal training and operations for the HHC, SB(SO)(A), the Special Troops Company (STC), and the Forward Support Company (FSC). These organizations are primarily RC Soldiers with approximately three to nine full-time Active Guard and Reserve positions to maintain day-to-day operations, to provide continuity between weekend drills, and to assist in resourcing, training, and mission commitments. The BTB has an Active HHC with principal staff for the brigade HQ and two Active Level II medical sections.

3-71. **Special Troops Company.** The STC is an MTOE organization designed to augment and round out the SB(SO)(A) during deployment and to provide staff and base-operating support. The STC is an RC company under the C2 of the BTB commander, with the capability to provide augmentation support to the SB(SO)(A) as required. The STC is available for deployment worldwide in support of contingency missions. The STC has the capabilities of maintenance, field feeding, communications, unit ministry team, SB(SO)(A) personnel officer (S-1) and command, control, communications, and computer systems directorate officer (S-6) augmentation, and Distribution Management Center operations. It also has components to support the logistics automation management office, Level II medical section with patient-holding capability, an air delivery section, mortuary affairs section, laundry and bath with renovation section, and a base-operating section.

3-72. **Forward Support Company.** The FSC is a multifunctional, airborne FSC capable of supply, maintenance, transportation, limited engineer, and medical support to deployed ARSOF. The FSC is an RC company under the C2 of the BTB commander and is available for deployment worldwide in support of contingency missions.

112th Signal Battalion

3-73. The ARSOF signal battalion can satisfy the communications requirements of the SOTF HQ. The JFC provides the doctrinal link, including equipment, from the JTF to the SOTF HQ. The signal battalion provides connectivity into the Global Information Grid (GIG) to satisfy the requirements for secure voice and data between the SOTF, other deployed HQs (joint force special operations component [JFSOC], joint special operations aviation detachment [JSOAD], JSOAC, USSOCOM JTF, and USASOC JTF), and the sustaining base architecture. It is also responsible for the link between the SOTF HQ and the HQ of the SOTF component commands.

3-74. Reachback is an important concept in the deployment of joint forces, especially in limited SOF. Reachback relies on the ability of communicators to provide a link between deployed forces and their sustainment base.

3-75. Each signal operations company furnishes, installs, operates, and maintains multiple task-organized communications nodes that provide connectivity to the supported units. The ARSOF signal battalion can support any SOF HQ, regardless of service.

3-76. Forward-deployed signal detachments support the TSOCs with crash-out communications for short-notice, in-theater contingency operations. These detachments provide an initial deployable SOTF communications support package with signal operations C2, including GIG entry, multichannel satellite connectivity, and Defense Information Systems Network services, such as video teleconferencing, voice and data services at various levels of security, and special operations communications assemblage (SOCA) service. SOCA service includes single-channel voice and data service, as well as dial-up packages, such as the SOF Deployable Node–Light (SDN–L).

3-77. The ARSOF signal battalion can tailor its communications packages to meet the operational requirements. Movement by air requires the battalion to acquire external assistance from the TSOCs and USASOC. In addition, the battalion provides organizational maintenance for ground equipment, DS maintenance for Army common signal equipment, and limited DS maintenance on organic SO signal systems.

TASK

3-78. The task of the SB(SO)(A) is to plan, integrate, and synchronize Army-common and SOF-peculiar logistics and to sustain and support SOF across the full range of military operations. On order, the SB(SO)(A) deploys and provides battlefield C2, signal, a logistics automation management office, and Level II medical section with patient-medical teams. For additional information on ARSOF and subordinate unit logistical support structure, see FM 3-05.140, *Army Special Operations Forces Logistics* (currently published as FM 63-24, *Special Operations Support Battalion*).

EMPLOYMENT CONSIDERATIONS

3-79. The primary mission of the SB(SO)(A) is to act as a coordination link between the organic ARSOF logistical elements and the theater logistical system. ARSOF identifies, and the TSOC validates, sustainment requirements. The SB(SO)(A) and the Army special operations forces liaison elements (ALEs) then pass those requirements to the ASCC for Army-common sustainment and to USSOCOM for SOF-peculiar items. The SB(SO)(A) is a deployable organization with two deployable Army special operations forces support cells (ASCs) that are task force-organized to comply with mission requirements. When deployed, the brigade HQ directs the actions of two combat service support battalions with theater-opening and theater-distribution capabilities. It has the ability to support one in-theater logistics support battalion. The SB(SO)(A) is organized to meet the support requirements of the supported ARSOF element until the theater logistical system matures to the point that it can fully support ARSOF requirements.

3-80. In a theater in which the logistical system is underdeveloped, the deployment of the SB(SO)(A) should be executed at the earliest opportunity. In such circumstances, the SB(SO)(A) plays a vital role in the development of the logistical infrastructure and ensures that it effectively supports ARSOF mission requirements. In a developed theater, the mission of the SB(SO)(A) remains the same; however, the complexities and obstacles frequently incurred in the development of the underdeveloped logistical system should be minimal. In the logistically developed theater, contacts and support systems are normally in place. The SB(SO)(A) must ensure that these developed systems meet the logistics requirements of the deployed ARSOF units. Once the determination has been made that the theater logistical system is adequately meeting the support requirements of ARSOF, the SB(SO)(A) may redeploy to its home station. The ALE normally remains in-theater to perform logistical coordination and staff functions between ARSOF elements and the theater logistical staff and system.

UNITED STATES ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER AND SCHOOL

3-81. USAJFKSWCS (Figure 3-11, page 3-19) provides the training, personnel, doctrine, and policy to support ARSOF. USAJFKSWCS serves as the USASOC proponent for all matters pertaining to individual training, develops doctrine and all related individual and collective training material, provides leader development, develops and maintains the proponent training programs and systems, and provides entry-level and advanced individual training and education for SF, CA, and PSYOP.

ORGANIZATION

3-82. USAJFKSWCS, a DRU of USASOC, constitutes the training center and institution of ARSOF. It consists of an HHC, directorates of proponency and of training and doctrine, a joint SO medical training center, a noncommissioned officers academy, a training group, and a department of education.

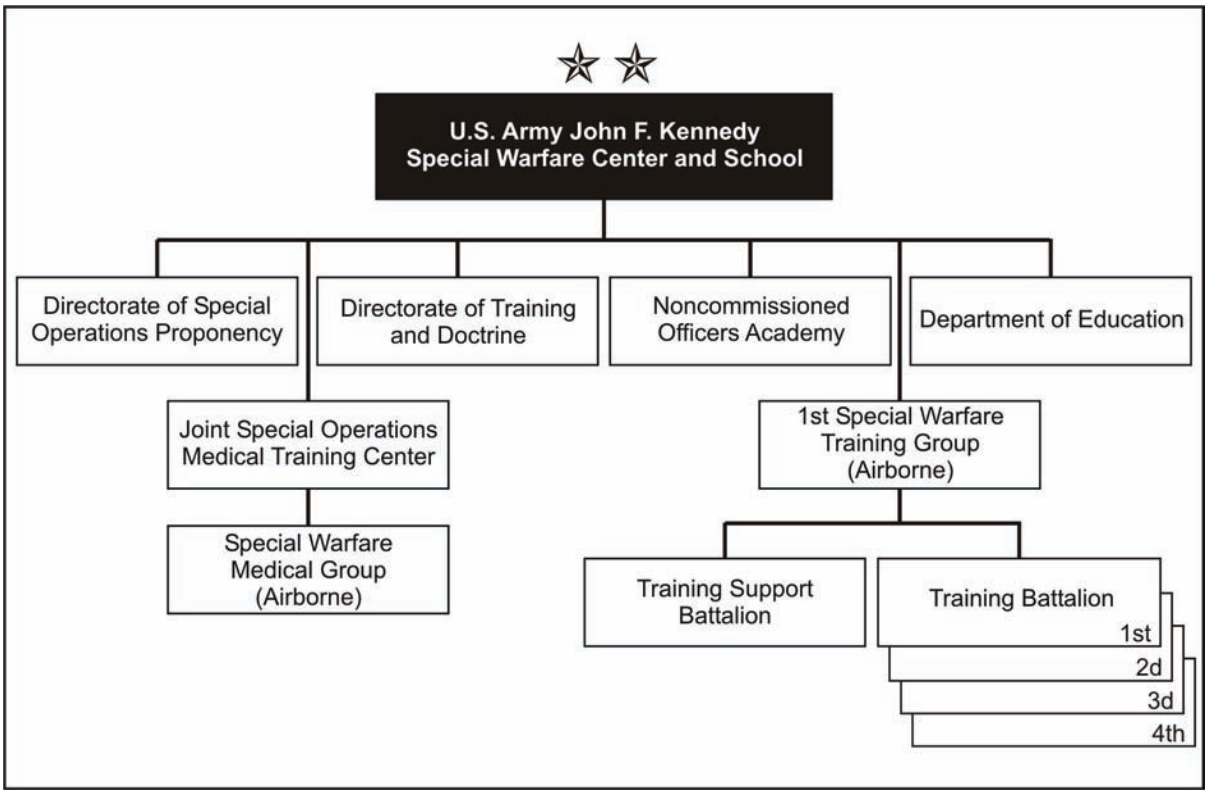

Figure 3-11. United States Army John F. Kennedy Special Warfare Center and School organization

Directorate of Special Operations Proponency

3-83. The Directorate of Special Operations Proponency is responsible for oversight and management of ARSOF branches, functional areas, warrant officer military occupational specialties, enlisted career management fields, additional skill identifiers, and special qualification identifiers, IAW AR 600-3, *The Army Personnel Proponent System*. The Directorate of Special Operations Proponency develops personnel proponent plans, policies, and programs relative to the eight life-cycle management functions. It performs liaison with the personnel proponency offices in Headquarters, Department of the Army; all branches of the Army; other military Services; and the U.S. Army Accessions Command, United States Army Recruiting Command, and Special Operations Recruiting Company.

Directorate of Training and Doctrine

3-84. The Directorate of Training and Doctrine (DOTD) consists of an office of the director, a training management office, a directorate management office, and six divisions—joint and Army doctrine integration, SF training and doctrine, CA/CMO training and doctrine, PSYOP training and doctrine, media production, and training development. The mission of DOTD is to analyze, design, and develop ARSOF doctrine and training. Additionally, DOTD reviews joint and Army doctrine prepared by USSOCOM, Joint Forces Command, U.S. Army Training and Doctrine Command, Air Land Sea Application Center, and other military organizations for ARSOF integration.

Joint Special Operations Medical Training Center

3-85. The Joint Special Operations Medical Training Center conducts the medical portion (Phase 3) of SF medical sergeant training. In addition to training SF medical sergeants, the Joint Special Operations Medical Training Center trains medics for Naval Special Warfare Command, Marine Corps Force Reconnaissance, Air Force Special Operations Command, 75th Ranger Regiment, Civil Affairs, and 160th SOAR(A).

Noncommissioned Officers Academy

3-86. The Noncommissioned Officers Academy serves as the USAJFKSWCS executive agent for the Noncommissioned Officer Education System and ensures quality training, education, and professional development for the Noncommissioned Officer Corps. The Noncommissioned Officer Education System is a premier learning institution that develops adaptive, innovative, and warrior-focused NCOs who have the right mix of training and education for the leadership requirements of Army, joint, interagency, intergovernment, and multinational operations.

1st Special Warfare Training Group (Airborne)

3-87. The 1st Special Warfare Training Group (Airborne) (SWTG[A]) consists of a group HQ; a training support battalion; and 1st, 2d, 3d, and 4th training battalions. The 1st SWTG(A) coordinates, conducts, and supervises training through the training battalions; coordinates and supervises course development and design; and participates in training strategy and life-cycle training model development. The 1st SWTG(A) provides administrative, logistical, fiscal, and intelligence support to all personnel assigned or attached to USAJFKSWCS through the group HQ and support battalion.

Department of Education

3-88. The Department of Education serves as the USAJFKSWCS Commanding General's advisor for training and education issues. It provides training and education opportunities that enable the USAJFKSWCS staff and faculty to perform as flexible, adaptive ARSOF leaders and trainers. It also provides library services that support ARSOF education and training, as well as doctrinal and research requirements. The Department of Education archives and makes available historical ARSOF documents and collections. It establishes relationships with civilian and military universities and colleges, civilian agencies, and other organizations.

TASK

3-89. The task of USAJFKSWCS is to recruit, train, and educate U.S. Army SF, PSYOP, and CA Soldiers. USAJFKSWCS provides training in advanced skills as required. It supports ARSOF's ability to conduct operations worldwide, across the USSOCOM core functions, by providing superior training, relevant doctrine, effective career management policy, and the highest quality Soldiers to man the Army's premier SO fighting forces.

Chapter 4
Command and Control

ARSOF require a centralized, responsive, and unambiguous C2 structure. Unnecessary layering of an HQ decreases responsiveness and available mission planning time and creates an opportunity for a security compromise. Normally, a unified, subordinate unified, joint force, Service, or functional component commander exercises OPCON of ARSOF with minimal layering of subordinate levels of command. This command organization requires an operational HQ (group or battalion) to interact directly with joint forces. Frequent involvement in joint and interagency operations requires an understanding of the U.S. organization for national security and the nature of joint military operations.

The most important role that commanders play in C2 is combining the art of command with the science of control. Commanders use the activities of visualizing the operational environment, describing their commander's visualization to subordinates, directing actions to achieve results, and leading the command to mission accomplishment as their decision-making methodology throughout the operations process. This methodology combines the art of command and the science of control.

UNITY OF EFFORT

4-1. Unity of effort requires coordination among government departments and agencies within the executive branch, between the executive and legislative branches, among NGOs and IGOs, and among nations in any alliance or coalition.

4-2. The GCCs are directly responsible to the President or the SecDef for the execution of assigned missions. National security strategy and national military strategy, shaped by and oriented on national security policies, provide strategic direction for GCCs. In turn, GCCs plan and conduct unified actions IAW this guidance and direction (Figure 4-1, page 4-2). They ensure their joint operations are synchronized with other military forces (multinational operations) and nonmilitary organizations.

4-3. The Secretary of State is the President's principal foreign policy advisor. In the National Security Council interagency process, the Department of State is the lead agency for most USG activities abroad. For this reason, the Department of State plays a key role in SO.

4-4. The United States maintains diplomatic relations with more than 250 foreign countries through embassies, consulates, and other diplomatic missions. The U.S. Ambassador to a country is responsible to the President for directing, coordinating, and supervising official USG activities and personnel in that country. These personnel include all U.S. military personnel not assigned to the unified CCDR or other designated U.S. military area commander. Force protection and security of U.S. military personnel are a matter of significant interest. Often, specific agreements are required between the U.S. Ambassador (also known as the Chief of Mission) and the GCC. ARSOF deployed to a particular country for various missions (exercise, operation, or security assistance) remain under the COCOM (assigned forces) or under OPCON (attached forces) of the GCC exercised through a subordinate HQ (normally the TSOC). For additional information, see JP 3-07.1, *Joint Tactics, Techniques, and Procedures for Foreign Internal Defense (FID).*

Under no circumstances will SOF operate in a GCC's AOR or in the Ambassador's country of assignment without prior notification and approval.

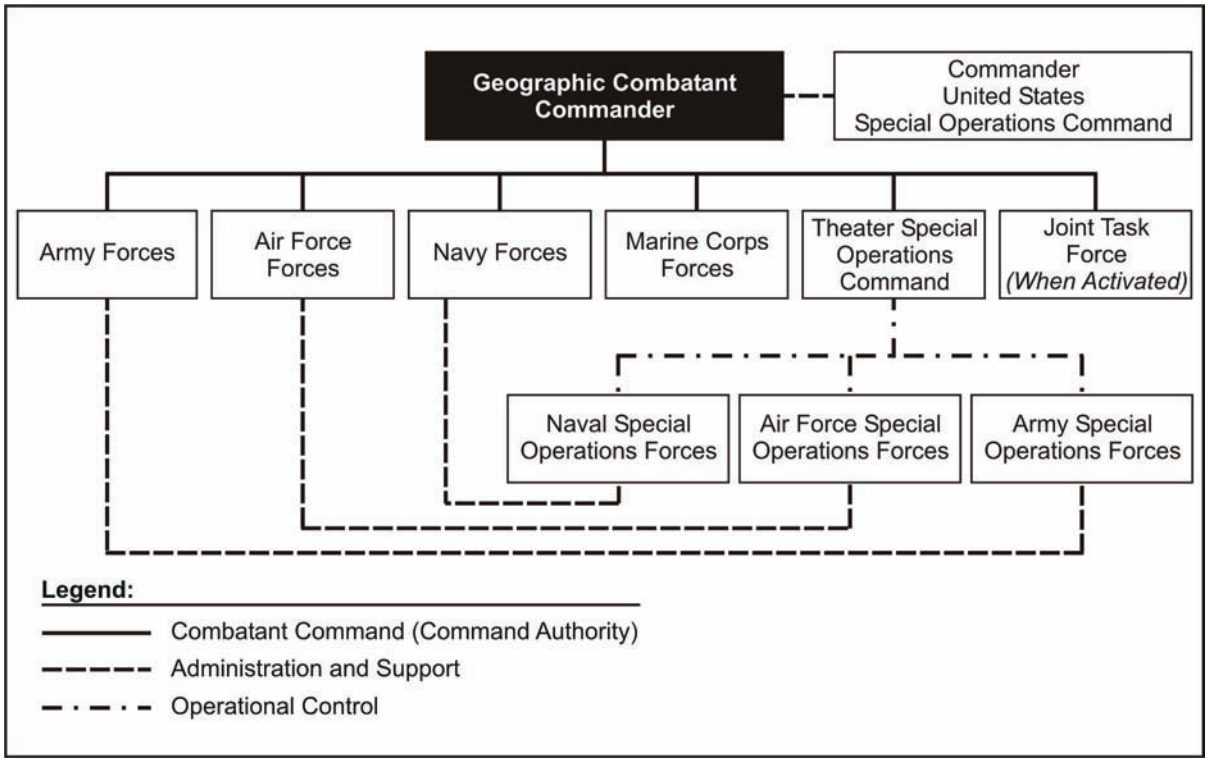

Figure 4-1. Geographic combatant commander C2

4-5. Requests for ARSOF may originate with the Ambassador, defense attaché, or security assistance organization chief, who passes the requests through the appropriate GCC to the CJCS. The CJCS ensures proper interagency coordination. If the forces are available in-theater from theater-assigned forces and no restrictions exist on their employment, the GCC can approve and support the request. If SOF are insufficient in-theater, the GCC can request the forces through the Joint Chiefs of Staff (JCS) to USSOCOM.

4-6. Unified commands requiring additional PSYOP and CA planners to conduct functional planning without a transfer of OPCON request those directly from USSOCOM. After CA and PSYOP forces are deployed into the supported GCC's AOR, the C2 of those forces can be structured in a variety of ways, depending on their assigned mission. C2 may range from OPCON under a CJTF or JSOTF to OPCON under a U.S. military assistance group commander or defense attaché officer. For further information, see JP 0-2, *Unified Action Armed Forces (UNAAF)*. Regardless of the relationship, PSYOP forces must coordinate and synchronize their efforts with the international information programs of the supported organizations at all levels.

UNITED STATES SPECIAL OPERATIONS COMMAND

4-7. USSOCOM prepares SOF to conduct worldwide SO successfully in support of the GCCs, U.S. Ambassadors, and OGAs. USSOCOM is a unique unified command in the DOD—it has the responsibilities of a functional COCOM, has Service-like responsibilities, and, when established as a supported command, plans and conducts assigned SO missions worldwide.

4-8. SOF units assigned to the USSOCOM are based within the United States. The CDRUSSOCOM exercises COCOM over those forces through subordinate JFCs, Service component commanders, or functional component commanders. CDRUSSOCOM, as a supporting and supported commander, provides SOF to the GCCs through assignment or attachment. JP 0-2 discusses the transfer of forces between GCCs. The gaining GCC normally exercises authority over these forces through the TSOC. The TSOC in certain

situations may exercise OPCON of a task-organized JSOTF established by USSOCOM to accomplish a specific mission.

4-9. SOF units assigned or attached by the SecDef to the GCC are based outside the continental United States (OCONUS) (provisions of JP 0-2 pertain). The GCC exercises COCOM of assigned forces and OPCON of attached forces through the TSOC. The GCC may choose, however, to exercise COCOM or OPCON through other joint, Service, or functional component commanders.

4-10. USSOCOM and the GCCs have command arrangement agreements (CAAs) with direct liaison authorized between USASOC operational elements and the supported TSOC. These CAAs extend the direct liaison authorized arrangements down to the mission support units and the organizations that will exercise OPCON over them in contingencies and wartime.

4-11. In certain situations, the President or the SecDef may direct that CDRUSSOCOM plan and conduct SO as the supported commander. As a supported commander, CDRUSSOCOM normally employs a task-organized JSOTF to plan, rehearse, and execute the operation, regardless of geographic location. The President or the SecDef, however, may choose to exercise OPCON directly over a JSOTF without any intervening levels of command, depending upon urgency or political sensitivity.

UNITED STATES ARMY SPECIAL OPERATIONS COMMAND

4-12. The process of accessing ARSOF elements begins when the GCC forwards his requirements through JCS to USSOCOM. The joint staff validates the mission requirement and forwards the request through USSOCOM to USASOC. In JCS exercises or JCETs, no deployment order is required and, therefore, is not routed through the JCS. Commanders may use both Active Army and ARNG assets to satisfy a mission requirement. Both may deploy as either units or individuals. The DRUs of USASOC are the USASFC(A), the USAJFKSWCS, the SB(SO)(A), the 75th Ranger Regiment, the 160th SOAR(A), the 4th POG(A), and the 95th Civil Affairs Brigade (Airborne).

THEATER ORGANIZATION

4-13. When the President or the SecDef authorizes military operations, the GCC organizes his theater to orchestrate his joint operations with multinational and interagency activities. An integral part of this organization is the SOF staff element on the theater staff.

4-14. The interaction of the SOF theater staff element with ARSOF differs in each theater because each GCC chooses to organize his forces differently to meet the requirements of his unique strategic environment. Regardless of these organizational differences, the SOF theater staff elements all work closely with their TSOC in planning, directing, and conducting SOF missions and in integrating SOF into the theater strategy and campaign plan.

ARMY SERVICE COMPONENT COMMAND ORGANIZATION

4-15. The ASCC HQ is a theater Army HQ with three functional roles—Service component; Title 10 Service, administration, and support; and, when directed by the GCC, warfighting. The ASCC commander exercises administrative control (ADCON) of all assigned and attached Army forces and OPCON of those Army forces not under the OPCON of another commander. He has Title 10 Service responsibilities for the administration and support of all Army forces assigned or attached to the GCC, including ARSOF. These responsibilities include organization, control of resources and equipment, personnel management, logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the joint force. Thus, the ASCC commander must organize, train, equip, and maintain all Army forces in-theater, including ARSOF.

4-16. The ASCC commander—based on the factors of mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC)—tailors his organization to provide or otherwise arrange for the required administration and support of deployed Army forces, including ARSOF. To ensure the unique capabilities and requirements of ARSOF are considered in ASCC planning and execution, a special operations branch is embedded in the Deputy Chief of Staff for Operations and Plans

(G-3). In addition, USASOC assigns an ALE to the ASCC to coordinate logistics and to integrate support for deployed ARSOF.

4-17. The SO branch coordinates closely with the SB(SO)(A), the SOF theater staff element, ALE, and the TSOC to identify ASCC requirements for SOF support and to ensure that SOF requirements for ASCC support are adequately addressed. When directed by the GCC, the ASCC also supports and sustains designated SOF of other U.S. Services and other multinational SOF. For a more detailed discussion of ARSOF logistics support, see Chapter 8 of this publication.

4-18. The ASCC also has PSYOP staff elements embedded within the Deputy Chief of Staff for Information Operations (G-7) division. CAO staff elements are embedded within the G-9 section. If the GCC designates, the ASCC may act as the theater executive agent for CMO and civil administrative actions.

THEATER SPECIAL OPERATIONS COMMAND

4-19. Normally, C2 of SOF should be executed within the SOF chain of command. The identification of a C2 organizational structure for SOF should depend upon specific objectives, security requirements, and the operational environment.

4-20. The TSOC is the joint SO command through which the GCC normally exercises OPCON of SOF within the AOR. The TSOC commander is also the permanent theater JFSOCC. He commands the TSOC and is the principal SO advisor to the GCC. The TSOC is a subordinate unified command of a unified command or a functional component command of another permanent joint command. For example, the Special Operations Command Pacific (SOCPAC) is a subordinate unified command of United States Pacific Command (USPACOM). Special Operations Command Korea (SOCKOR) is a functional component command of United States Forces Korea (USFK), itself a subordinate unified command of USPACOM.

4-21. To provide the necessary unity of command, each GCC (except the United States Northern Command [USNORTHCOM]) has established a TSOC as a subunified command within the geographic COCOM. The TSOC is the primary theater SOF organization capable of performing broad, continuous missions uniquely suited to SOF capabilities. The TSOC commander has three principal roles:

- *Joint force commander.* As the commander of a subunified command, the TSOC commander is a JFC. As such, he has the authority to plan and conduct joint operations as directed by the GCC and to exercise OPCON of assigned commands and forces, as well as attached forces. The TSOC commander may establish JTFs that report directly to him, such as a JSOTF, to plan and execute these missions.
- *Theater SO advisor.* The TSOC commander advises the GCC and the other component commanders on the proper employment of SOF. The TSOC commander may develop specific recommendations for the assignment of SOF in-theater and opportunities for SOF to support the overall theater campaign plan. The role of the theater SO advisor is best accomplished when the GCC establishes the TSOC commander as a special staff officer on the theater staff (in addition to his duties as a commander—that is, "dual-hatted"). In this case, the TSOC commander may appoint a deputy as his representative to the theater staff for routine day-to-day staff matters.
- *Joint force special operations component commander.* When designated by the GCC, the TSOC commander functions as a JFSOCC. This situation normally occurs when the GCC establishes functional component commanders for operations, without the establishment of a JTF. The TSOC commander can also be designated the JFSOCC within a JTF if the scope of the operations conducted by the JTF warrants it. The JFSOCC is the commander within a unified command, subordinate unified command, or JTF responsible to the establishing commander for making recommendations on the proper employment of SOF and assets, for planning and coordinating SO, or for accomplishing such operational missions as may be assigned. The JFSOCC is given the authority necessary to accomplish missions and tasks assigned by the establishing commander. The TSOC commander or CDRJSOTF is normally the individual functioning as a JFSOCC. When acting as a JFSOCC, the individuals retain their authority and responsibilities as JFCs. A JFSOCC may command a single JSOTF or multiple JSOTFs. If there is more than one JSOTF to command, the TSOC commander is normally established as a JFSOCC. If only one JSOTF is established (for example, within a JTF), the CDRJSOTF may be

dual-hatted as the JFSOCC. When a joint force SO component is established and combined with elements from one or more allied or coalition nations, it becomes a combined forces SO component and its commander becomes a combined forces SO component commander.

4-22. TSOC commanders functioning as subordinate unified commanders are typically established on a functional (versus geographic) basis. They exercise OPCON of assigned forces and normally exercise OPCON of attached forces within their functional (SO) area. They may choose to organize subordinate forces IAW JP 3-0, *Doctrine for Joint Operations*, along Service and functional lines or as subordinate JTFs (Figure 4-2). The TSOC, like all joint forces, includes Service forces. Administrative and logistics support is provided through these Service forces.

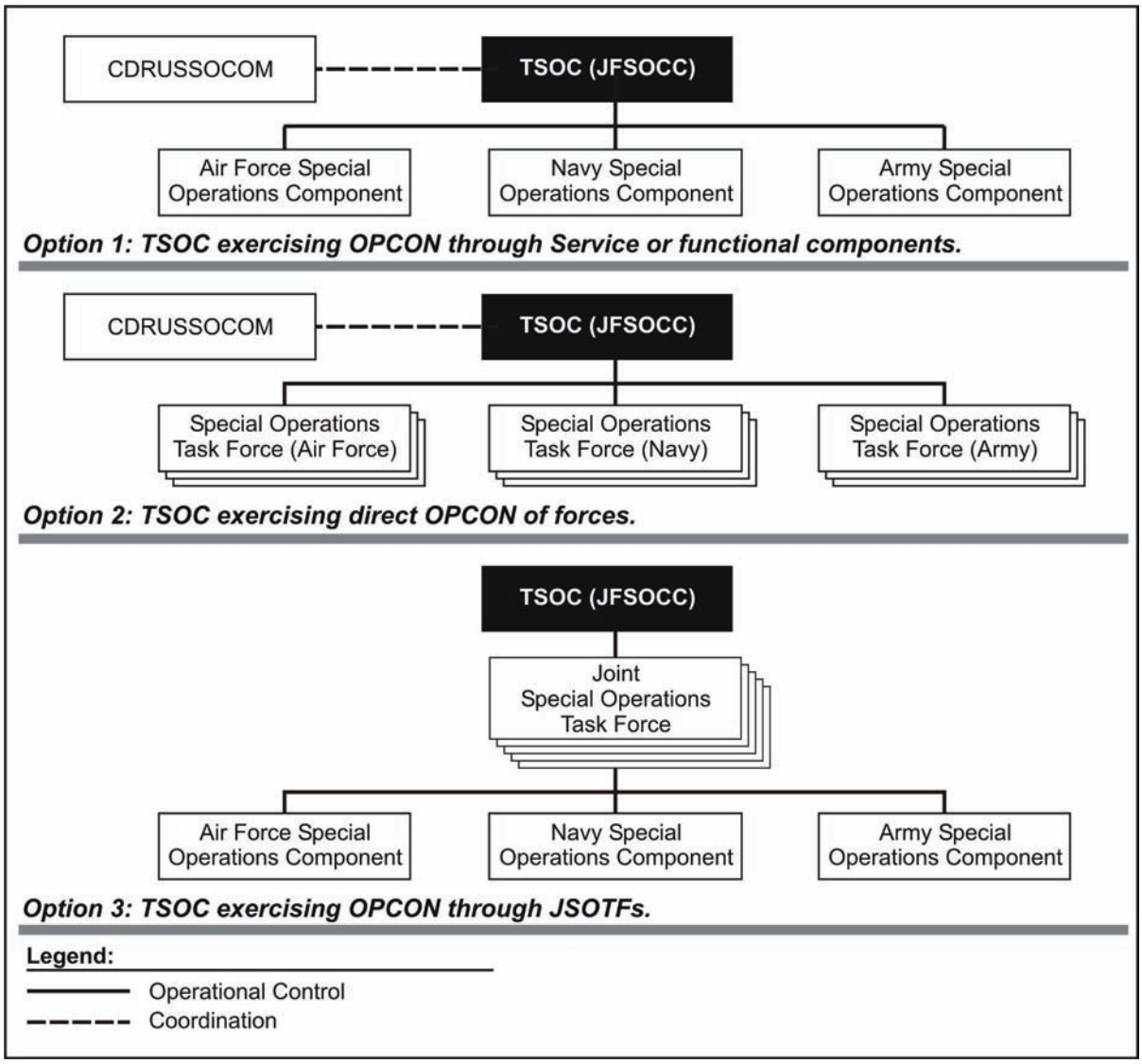

Figure 4-2. TSOC C2 options

4-23. The TSOCs, organized as subunified commands (all except SOCKOR), are permanently organized along Service component lines. Each TSOC has an Air Force special operations forces (AFSOF) commander, ARSOF commander, and naval special operations forces (NAVSOF) commander. The Air Force provides an Air Force SO group or wing to serve as the AFSOF component of the TSOC. The Navy provides a naval special warfare task group (NSWTG) to serve as the NAVSOF component of the TSOC. The Army provides an Army SF battalion or group to serve as the ARSOF component of the TSOC. These

component commanders may provide centralized OPCON of assigned and attached forces for the TSOC commander, or they may provide forces to a functionally organized component or JSOTF subordinate to the TSOC. They may also be directed to attach forces to another organization external to the TSOC (for example, a JTF) for employment by that JFC.

4-24. The TSOC may be assigned a geographic area for conduct of SO. This geographic area is designated a JSOA. All external agencies must coordinate with the TSOC or JSOTF before conducting any actions that may affect operations within the JSOA. In addition to U.S. SOF, other U.S. or allied military organizations and interagency organizations may have elements operating in the JSOA. The TSOC commander makes every effort to identify these elements. He coordinates to establish command and support relationships and establishes the proper degree of coordination and cooperation through liaison elements.

SPECIAL OPERATIONS TASK FORCES

4-25. Each GCC has tasked-specified subordinate commanders with the "be-prepared" mission of forming a JTF HQ to support theater requirements (Figure 4-3). The JTF HQ may be established for a short-duration mission, such as a contingency operation (for example, NEO), or for continuous joint operations, such as JTF-Bravo in Honduras.

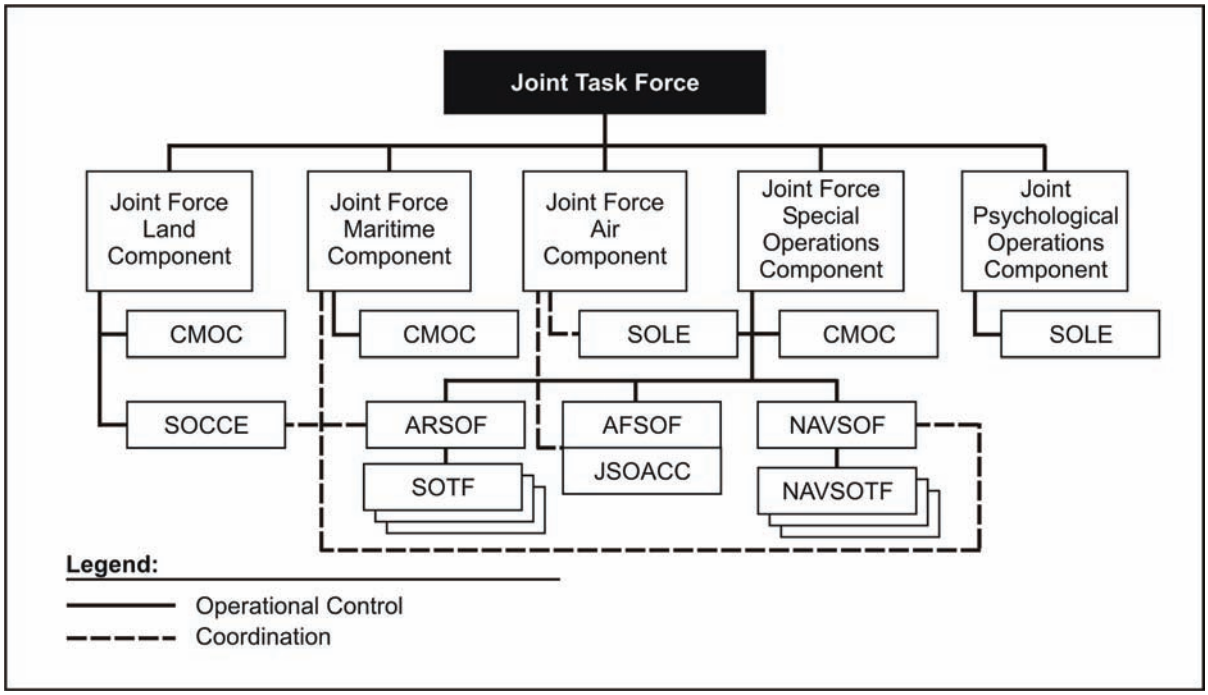

Figure 4-3. Notional joint task force C2

4-26. The TSOC is one of the HQ with this mission tasking. It provides the GCC a responsive JTF HQ capability for contingencies. It is proficient in joint, multinational, and interagency operations. In those situations where another subordinate is tasked to form the JTF, the TSOC recommends an appropriate SO force structure for attachment to, and employment by, that JFC.

4-27. As described in JP 3-0, a JFC normally organizes his forces with a combination of Service and functional components and subordinate JTFs. Although all joint forces include Service components, a key decision by the JFC is the type of functional components or JTFs required to accomplish his mission. In the SOF environment, these two organizations are the joint force SO component (a functional component) or a JSOTF (a subordinate JTF). A joint force SO functional component lacks the organizational flexibility and authority of a JTF. Therefore, JFCs typically establish a JSOTF.

JOINT SPECIAL OPERATIONS TASK FORCE

4-28. A JSOTF is a JTF composed of SO units from more than one Service, established to conduct a specific SO or to prosecute SO in support of a theater campaign or other operations (Figure 4-4). A JSOTF may have conventional non-SO units assigned or attached to support the conduct of specific missions in the following situations:

- A JSOTF, like any JTF, is normally established by a JFC—for example, a CCDR, a subordinate unified commander (such as a TSOC commander), or a JTF commander. For instance, a GCC could establish a JTF to conduct operations in a specific region of the theater. Then, either the GCC or the JTF commander could establish a JSOTF, subordinate to that JTF, to plan and execute SO. Likewise, a TSOC commander could establish a JSOTF to focus on a specific mission or region assigned by the GCC. A JSOTF may also be established as a joint organization and deployed as an entity from outside the theater.
- A JSOTF is established to conduct operations in a specific AO or to accomplish a specific mission. If geographically oriented, multiple JSOTFs are normally assigned different AOs.
- Within a JTF, if only one JSOTF is established, the CDRJSOTF is dual-hatted as the JFSOCC. When a JSOTF is established to support a COCOM HQ directly, the TSOC commander normally acts as the CDRJSOTF. Regardless of who he is, a CDRJSOTF is a JFC and exercises the authority and responsibility assigned by the establishing authority. A JSOTF staff is normally drawn from the TSOC staff or an existing SOF component with augmentation from other SOF or conventional units and personnel as appropriate.
- When a JSOTF is established and combined with elements from one or more allied or coalition nations, it becomes a combined joint special operations task force (CJSOTF) and its commander becomes a CJSOTF commander.

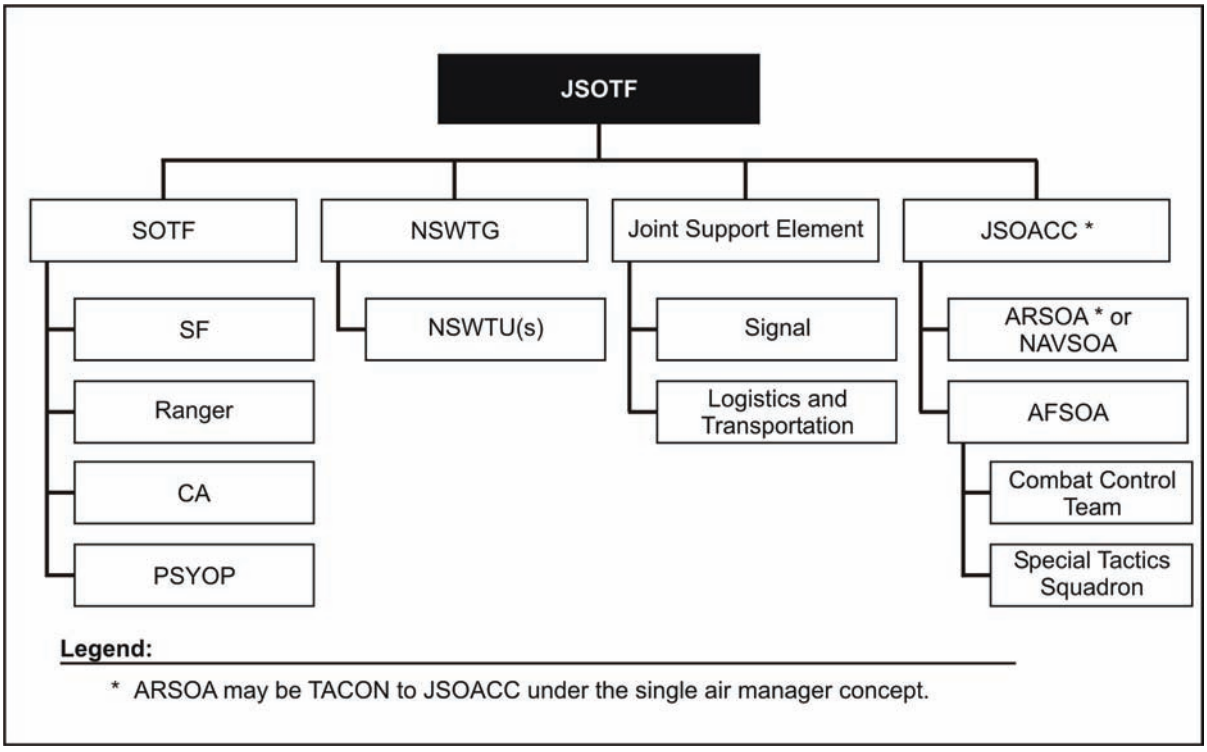

Figure 4-4. Notional joint special operations task force

4-29. A JSOTF HQ can operate under a number of command relationships. It may be established to conduct a specific special operation or to prosecute SO in support of an operational campaign. As stated in JP 3-0, a JFC (either a GCC or subordinate JTF commander) may organize his geographic area and forces

in any manner to best accomplish assigned missions. He may direct the JSOTF commander to support another component commander, or he may subordinate the JSOTF under another JFC (for example, a JTF commander). The JFC may also attach other Service forces under the control of the JSOTF for the conduct of operations. HQ Service composition depends on the mission, operational environment, available capabilities and support, and composition of forces. The JSOTF HQ may be sourced from USSOCOM and other Service component assets, the TSOC HQ, or special operations command (SOC) components.

4-30. As noted, ARSOF may be tasked to form the core of an ARSOF-heavy JSOTF. The SFG(A) is the most likely ARSOF HQ to form this core. The SFG(A) HQ is the preferred ARSOF HQ because of its organic C2 capabilities. The SFG(A) has self-contained communications and support elements. It also has area expertise, extensive experience with and knowledge of instability, and prior operations with the foreign nation government and its military forces. However, significant augmentation from the other Services is required to transform any ARSOF HQ into a JSOTF.

SPECIAL OPERATIONS TASK FORCE

4-31. The JSOTF may consist of SOF from each of the Services. Each Service force senior commander retains Service responsibilities (ADCON) of those Service forces. For example, in most instances, the SFG(A) commander exercises ADCON of ARSOF attached to the JSOTF. Likewise, the AFSOF commander exercises ADCON of AFSOF.

4-32. The JSOTF commander may also designate and organize operational and functional organizations for operational direction of forces. He may designate and organize a JSOACC to control all SO air assets functionally. Likewise, he may designate and organize a single SOTF to provide operational direction of ARSOF (Figure 4-5, page 4-9). The JSOTF commander may also decide to designate and organize several subordinate SOTFs to conduct specific SO missions. In this situation, the JSOTF commander would directly exercise OPCON of each task force and the senior ARSOF commander would continue to exercise his ADCON responsibilities for all ARSOF within those task forces.

4-33. When the JSOTF commander has numerous and diverse missions and large numbers of forces, he may designate multiple SOTFs and exercise direct OPCON of each SOTF. Each SOTF is organized around the nucleus of a SOF unit and can include a mix of ARSOF units and their support elements. The CDRJSOTF assigns each SOTF an area within the JSOA or functional mission.

4-34. Since the SF group and battalion are multipurpose and extremely flexible organizations designed to have self-contained C2 and support elements for long-duration missions, the SOTF HQ is normally based around the core of an SF group or battalion HQ. The SOTF commander augments his staff with appropriate special staff officers and LNOs taken from attached and supporting assets to integrate and orchestrate all activities of the SOTF. In the case of an extremely large SOTF that exceeds the organic C2 capabilities of the organic SF HQ, the SOTF commander may have to request external staff augmentation to ensure adequate C2 of the SOTF.

4-35. In some situations, the SOTF or a subordinate ARSOF unit may receive OPCON or attachment of a conventional maneuver unit. This situation most likely occurs—

- In a UW environment when an ARSOF-supported indigenous combat force needs added combat power for a specific combined arms operation.
- When the SOTF needs a conventional reaction or reinforcement force for its SO.
- In linkup or post-linkup combat operations during the combat employment phase of an insurgency.
- During contingency operations when the SOTF HQ is the senior Army HQ in the AO.

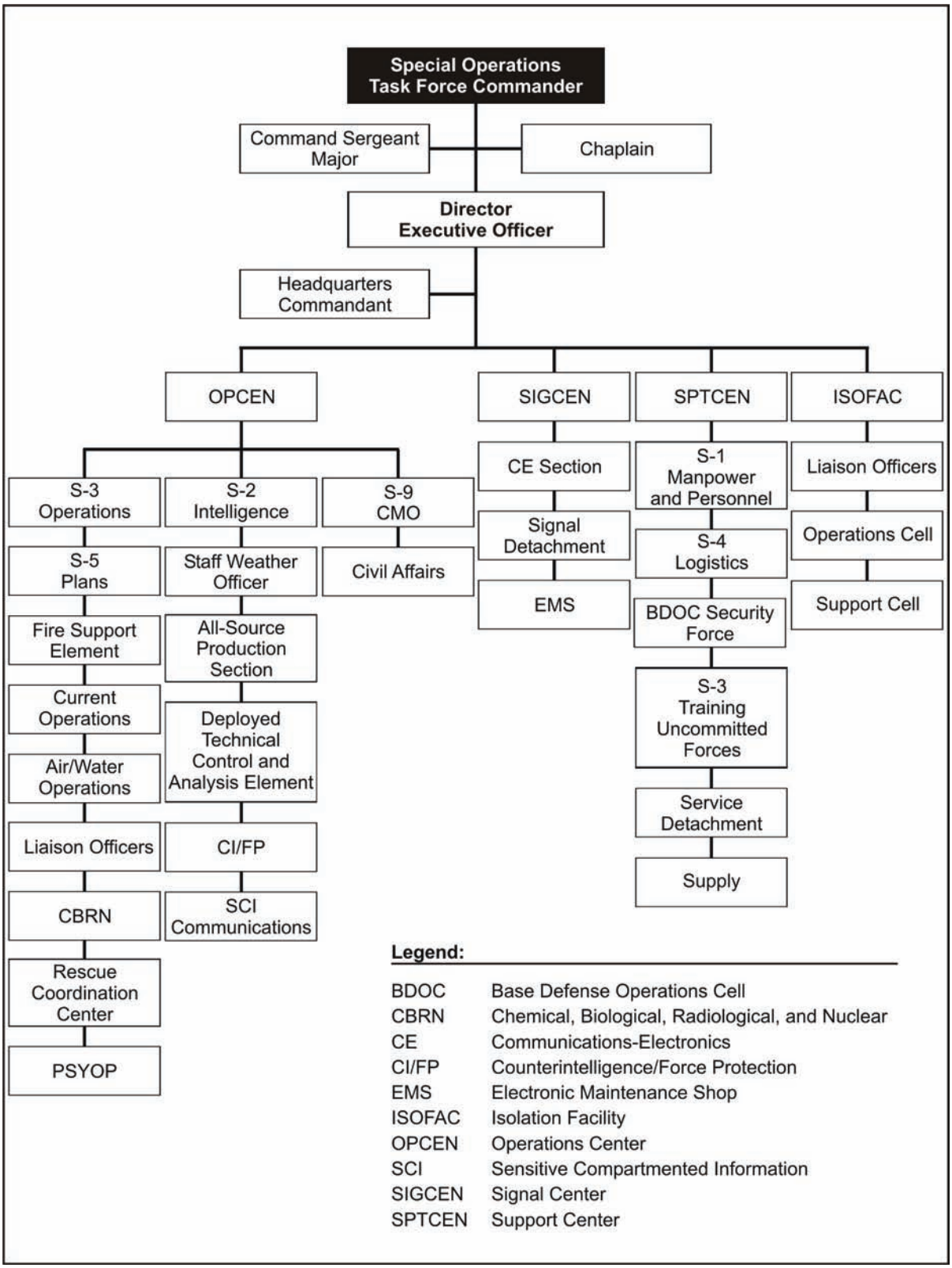

Figure 4-5. Notional SOTF organization

PSYCHOLOGICAL OPERATIONS TASK FORCE

4-36. The CDRUSSOCOM requires a requesting message by the GCC, through the CJCS, to allocate PSYOP forces. The GCC or JTF commander may establish a POTF (Figure 4-6, page 4-11). As a functional component, the forces are normally under OPCON to the GCC or the CJTF and are under the ADCON of the theater army component commander. The CJTF usually designates the joint Psychological Operations task force (JPOTF) commander as the Psychological Operations component commander (POCC). Responsibility for PSYOP planning and supervision lies with a CJTF, assisted by the GCC J-3 PSYOP officer. The POCC or POTF commander may attach tactical PSYOP detachments to other component commands. Aviation platforms normally remain assigned to their parent HQ (JSOACC) and are placed under TACON or coordination authority to the POTF for specific operations. At all times, the POCC retains overall responsibility for the execution of PSYOP supporting the CJTF campaign plan. The CJTF or POCC establishes a JPOTF by providing joint augmentation to a POTF per criteria established in JP 5-00.2, *Joint Task Force Planning Guidance and Procedures,* which depicts duties and responsibilities of a special purpose or functional component task force.

JOINT CIVIL-MILITARY OPERATIONS TASK FORCE

4-37. A JCMOTF is a means for a JFC to plan, coordinate, and conduct CMO in support of his assigned mission. Although the JCMOTF is not a CA organization, a requirement may exist for strong representation of CA-trained personnel. Because of their expertise in dealing with NGOs, IGOs, and OGAs, these personnel will greatly enhance the opportunity for success. The JCMOTF may be established to conduct missions of limited or extended duration involving military forces' interface with civilian populations, resources, or agencies and military forces' coordination with OGAs, multinational and affected country forces, United Nations agencies, NGOs, and IGOs. Figure 4-7, page 4-12, depicts a notional JCMOTF. The composition of this organization should be representative of the forces comprising the JTF. A JCMOTF may have both conventional and SO forces assigned or attached to support the conduct of specific missions.

SPECIAL OPERATIONS COMMAND AND CONTROL ELEMENT

4-38. Within a joint force, ARSOF assets are ordinarily attached to and under OPCON of a designated JSOTF commander. These ARSOF assets may often operate in proximity to other components of the JTF or support those components as part of the JSOTF's mission taskings and supporting commander's responsibilities. When possible, liaison is reciprocal between higher, lower, supporting, supported, and adjacent organizations (that is, each one sends a liaison element to the other). In such instances, the JSOTF commander may elect to employ SOCCEs to coordinate unilateral SO with conventional ground force HQ or, if a supporting commander, facilitate his supporting commander's responsibilities.

4-39. As described earlier, the JTF commander geographically organizes the JOA, organizes his forces, establishes command relationships between the JTF components, and assigns mission taskings to each component. A mission tasking to the JSOTF may result in ARSOF operating in proximity to other components' ground forces. In this case, the JSOTF commander may station a SOCCE at that component HQ to coordinate and deconflict SO with that component. In this role, the SOCCE performs liaison functions.

4-40. In addition to mission tasking from the JTF commander, the JSOTF commander may be designated a supporting commander to another component for specific missions. Normally, a large portion of the JOA land mass is assigned to the land component commander or Army forces commander (ARFOR commander) as his AO. As such, he is given authority and responsibility to accomplish assigned missions within that AO. He is normally designated as the supported commander within his AO. The JSOTF commander is often designated a supporting commander to this land component commander or ARFOR commander in the land AO. JP 0-2 and JP 3-0 address the authorities and responsibilities of supported and supporting commanders.

4-41. As a supporting commander, the JSOTF commander ascertains and fulfills the needs of the supported commander within the parameters imposed by the JTF commander. The JSOTF commander determines the type of force, employment, and procedures to accomplish the support. He normally employs a SOCCE to facilitate his supporting commander's responsibilities to a ground force commander. The SOCCE remains under the OPCON of the JSOTF commander.

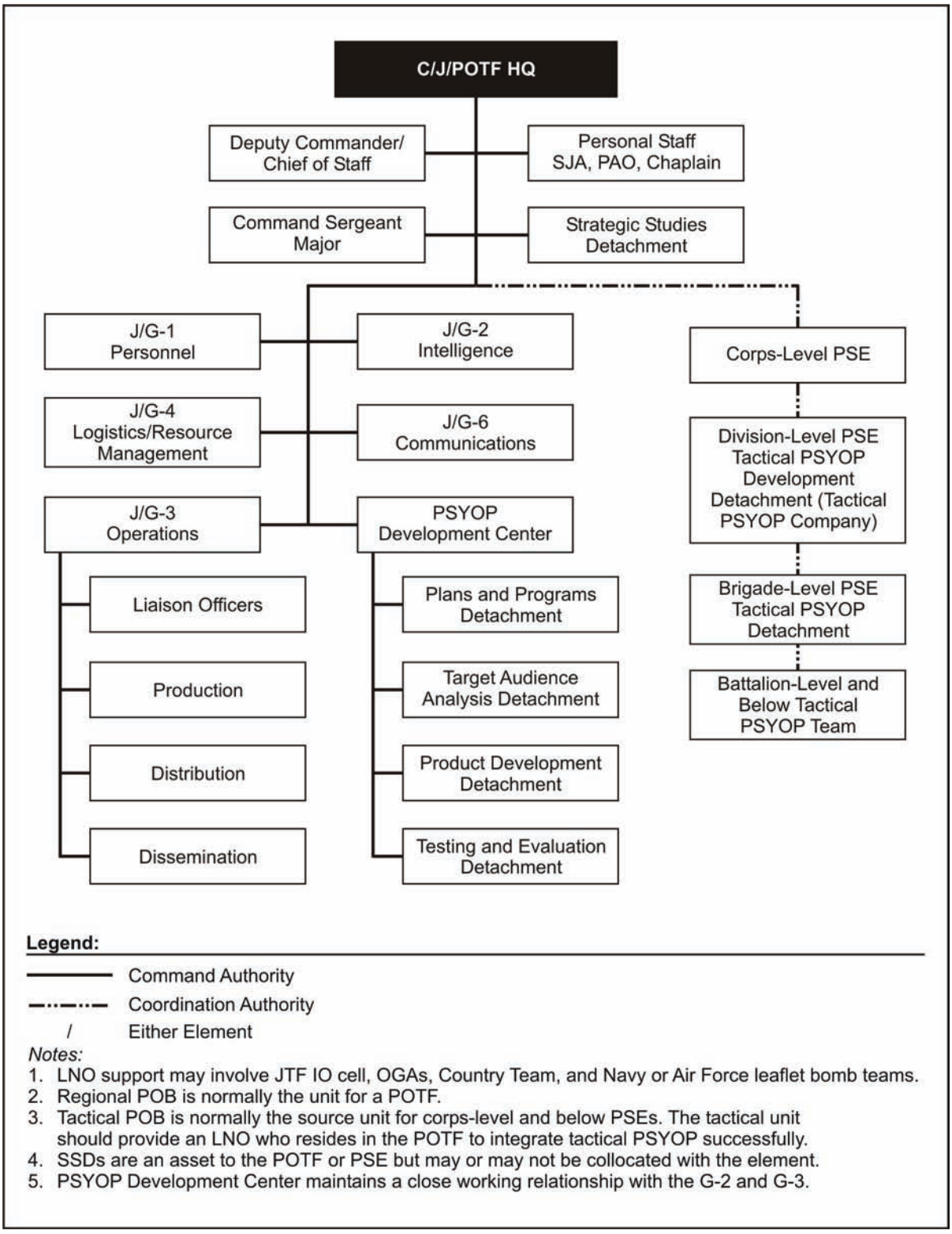

Figure 4-6. Notional POTF organization

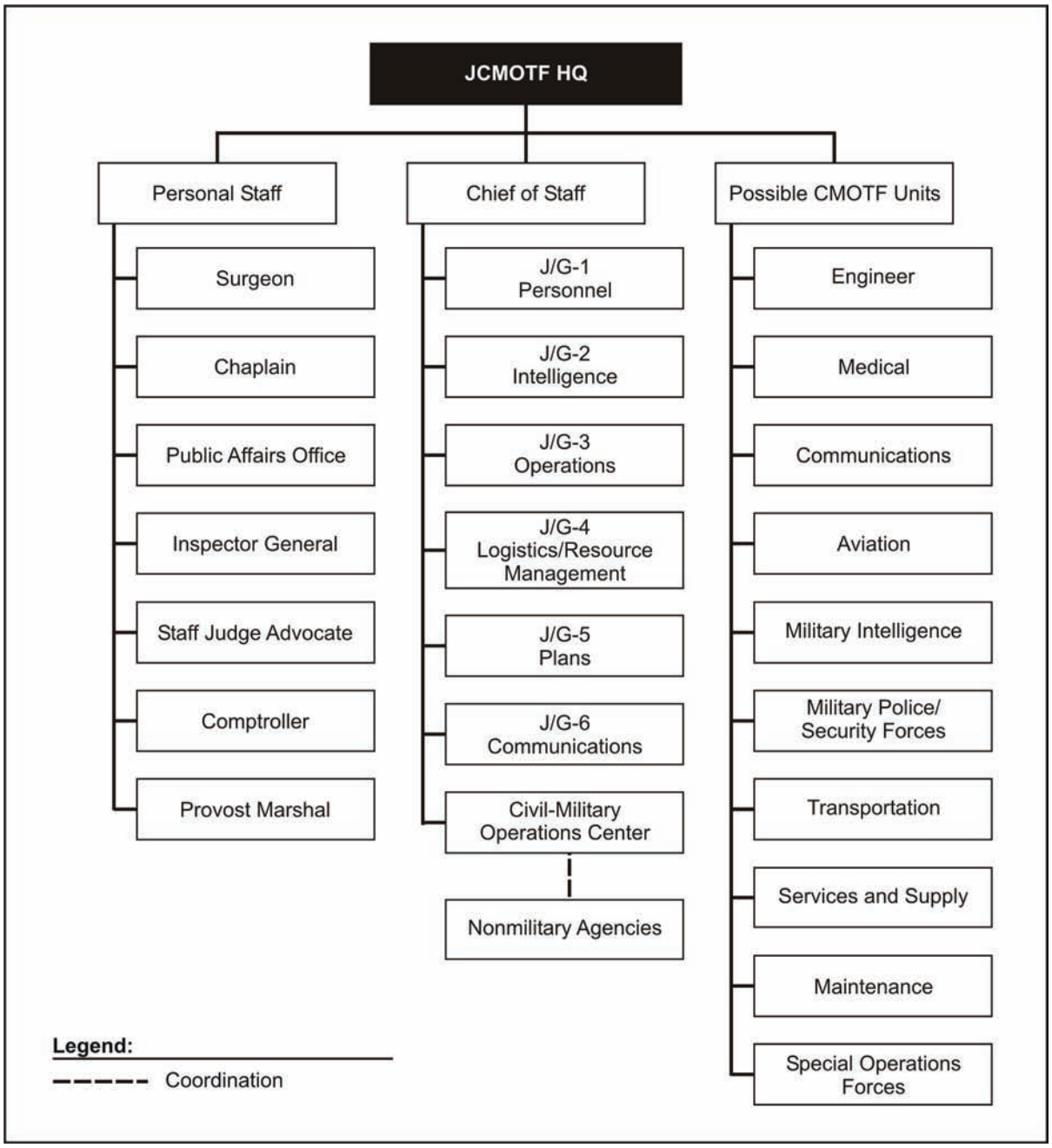

Figure 4-7. Notional joint civil-military operations task force

4-42. The SOCCE assists the JSOTF commander in fulfilling his supporting commander's responsibilities in several ways. It provides a positive means for the JSOTF commander to ascertain the supported commander's needs. The SOCCE may provide a responsive reporting capability in those situations where the JSOTF commander has been requested to provide information requirements (IRs) of the supported commander (for example, SR reporting). The SOCCE can exercise C2 of designated ARSOF units when the JSOTF commander determines the need for such a command relationship to facilitate his supporting commander's responsibilities. The SOCCE can also provide a monitoring capability if the JSOTF commander decides to transfer ARSOF under a command relationship of the supported commander—for example, the attachment of SF detachments under the control (OPCON or TACON) of the Army forces to improve the ARFOR commander's ability to employ subordinate multinational forces. The JSOTF

commander could transfer these forces and pass control to the Army forces with appropriate mission restrictions IAW his determination on the employment of those forces, such as "no reorganization of forces authorized or for use only in an advisory assistance role with the designated multinational force."

4-43. A SOCCE is augmented with a special communications package and personnel, as required. It may include SF, Ranger, PSYOP, CA, SOA, and other SOF representatives. The SOCCE is normally collocated at corps level and above, with smaller liaison teams operating at division level and below. The supported unit provides the SOCCE the required administrative and logistics support. The SOCCE is the focal point for synchronization with the conventional forces. At corps level, the SOCCE coordinates with the corps operations center, fire support element, deep operations coordination cell, and battlefield coordination detachment to deconflict targets and operations. It provides ARSOF locations through personal coordination and provides overlays and other friendly order of battle (OB) data to the fire support element and the battlefield coordination detachment.

JOINT SPECIAL OPERATIONS AIR COMPONENT COMMANDER

4-44. SOA may operate under the OPCON of a JSOACC designated by the JFSOCC. The JSOACC is the Service SO air commander who has the majority of SO aviation forces and is most capable of providing C2. The JSOACC deconflicts and coordinates SOA with conventional air operations by direct coordination with the joint force air component commander (JFACC). If more than one aviation unit or Service is present, a JSOACC unifies the C2 of aviation assets under a single air manager. The JSOACC provides the command the most efficient use of aviation assets to mission requirements. With proper personnel and equipment augmentation, the SOA battalion commander and his staff could also serve as a JSOACC. When two or more battalions are required in-theater, the regimental commander could serve as the JSOACC.

LIAISON AND COORDINATION ELEMENTS

4-45. To integrate fully with conventional and joint operations, ARSOF must maintain effective liaison and coordination elements with all components of the force that may impact the conduct of ARSOF activities. To support this effort, joint forces, conventional forces, and ARSOF send and receive a variety of liaison and coordination elements in addition to the SOCCE provided by the JSOTF commander. They range in size from individual liaisons to small coordination elements. Whatever their size or location, liaison and coordination elements coordinate, synchronize, and deconflict missions in the component's AO. They ensure the timely exchange of necessary operational and support information to aid mission execution and to preclude fratricide, duplication of effort, disruption of ongoing operations, or loss of intelligence sources. They may help coordinate fire support, overflight, aerial refueling, targeting, deception, PSYOP, CA, SF, and other theater operational issues based on ongoing and projected ARSOF missions. These efforts are crucial in coordinating limited resources and assets and in maintaining unity of effort and the campaign tempo. ARSOF commanders may also establish or receive additional liaison and coordination elements with higher and adjacent units or other agencies, as appropriate. Below are a few examples of these various ARSOF liaison and coordination elements.

SPECIAL FORCES LIAISON ELEMENT

4-46. The SFLE is an SF or joint SO element that conducts liaison between SOF, U.S. conventional forces, and HN or multinational forces. It is formed only as needed. SFLEs conduct these functions when conventional forces or host or multinational forces have not practiced interoperability before the operation, when the forces do not share common operational procedures or communications equipment, or when a significant language or cultural barrier exists.

SPECIAL OPERATIONS LIAISON ELEMENT

4-47. The JFSOCC (or the CDRJSOTF, as appropriate) normally provides a special operations liaison element (SOLE) to the JFACC to coordinate and synchronize SOF air, surface, and subsurface operations with joint air operations. The SOLE director places liaison offices in divisions of the joint air operations center (JAOC) to integrate with the JFACC staff. The SOLE director also serves as the JFSOCC's

personnel liaison to the JFACC. The SOLE coordinates, integrates, and deconflicts all SOF air, surface, and subsurface activities by providing a SOF presence in the JAOC. Additionally, the SOLE ensures coordination of SOF operations in the JFACC's air tasking order (ATO) and airspace control order (ACO).

PSYCHOLOGICAL OPERATIONS SUPPORT ELEMENT

4-48. A PSE is a tailored element that can provide limited PSYOP support. PSEs do not contain organic C2 capability; therefore, command relationships must be clearly defined. The size, composition, and capability of the PSE are determined by the requirements of the supported commander. A PSE is not designed to provide full spectrum PSYOP capability; reachback is critical for its mission success. PSE may deploy forward to execute missions in support of a GCC's theater security cooperation plan or non-DOD agencies, usually under the auspices of peacetime PSYOP. Within the GCC's AOR, the U.S. Country Teams sometimes use other terms to refer to those PSEs that provide DS. These teams have historically operated in such missions as COIN, counterdrug, and humanitarian mine action. The PSE operates under the day-to-day control of the senior military commander, defense attaché officer, or other representative designated by the U.S. Ambassador. Product approval rests with the Ambassador or designated representative.

CIVIL-MILITARY OPERATIONS CENTER

4-49. The CMOC is the commander's tool in purposefully shaping the commander's civil AO. It is the smallest element capable of performing the full range of CAO. The CMOC enhances the execution and monitoring of CAO. It is the focal point for collaboration, coordination, and communication dealing with the civil component of the commander's AO. The CMOC coordinates the interaction of U.S. and multinational forces with government organizations, IGOs, NGOs, and indigenous populations and institutions (Figure 4-8).

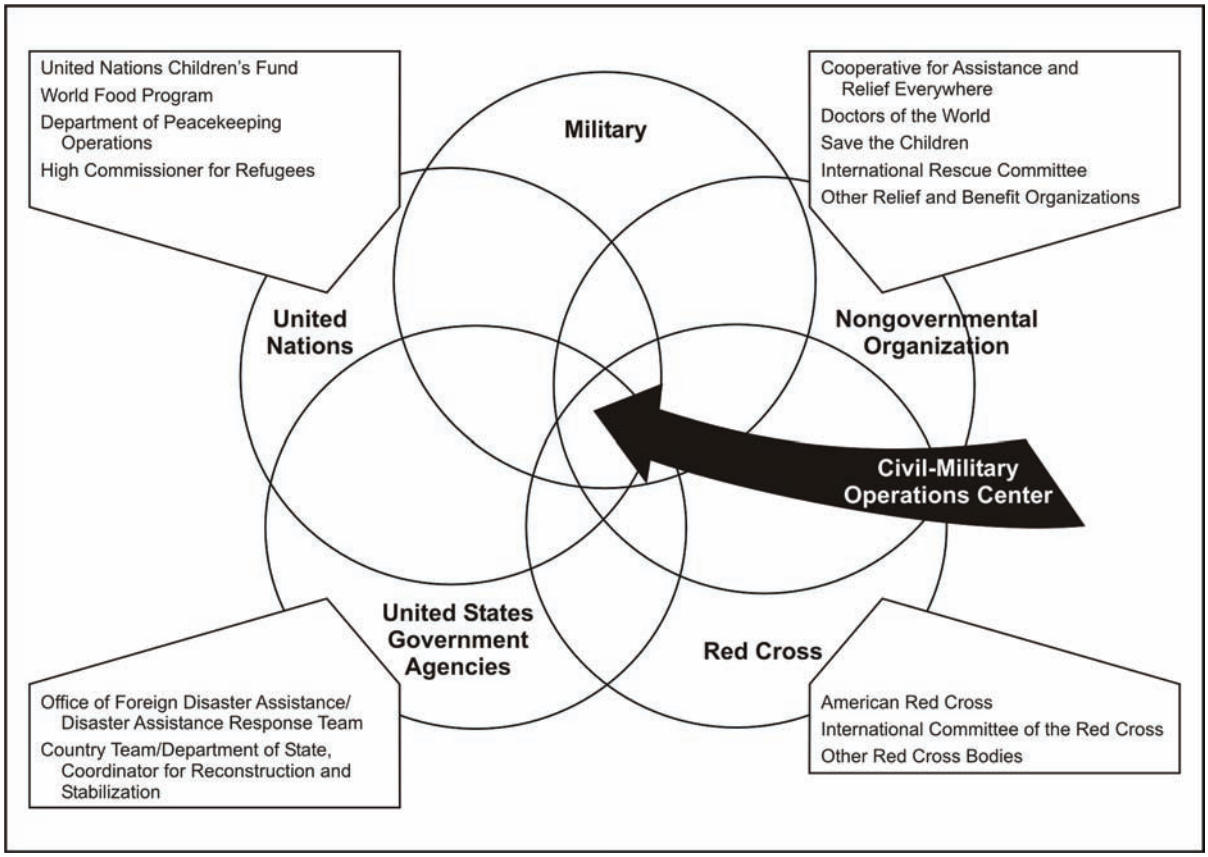

Figure 4-8. Notional composition of a CMOC

4-50. The CMOC coordinates CAO. The CMOC manages projects within its AOR and facilitates disengagement plans. Two critical components of the CMOC are the civil liaison team and the CIM cell. The civil liaison team is the civil-military interface arm of the CMOC and provides the public face of the CMOC, effectively extending the CMOCs reach into multiple areas. The CIM cell performs civil information fusion and redirects information up, down, and across CA lines of communications. The CIM cell develops and manages the civil COP and provides civil information input to the supported commander's COP.

4-51. The CMOC provides both access and CMO-related data and information from and to nonmilitary agencies operating away from the military HQ. The functional capabilities of a CMOC are shown in Figure 4-9. The CMOC is mission-oriented and staffed appropriately. A CMOC may be composed of, or augmented by, military and civilian representatives from many different agencies. The typical CMOC consists of the HQ element, a communications cell, the sustainment cell, the operations and intelligence cell, the civil liaison team and representatives from the supported HQ, and the functional specialty cell (not for a CA-company-established CMOC). It may include other elements, such as military, NGOs, IGOs, and foreign nations, based on the situation. Senior CA officers normally serve as the director and deputy director of the CMOC.

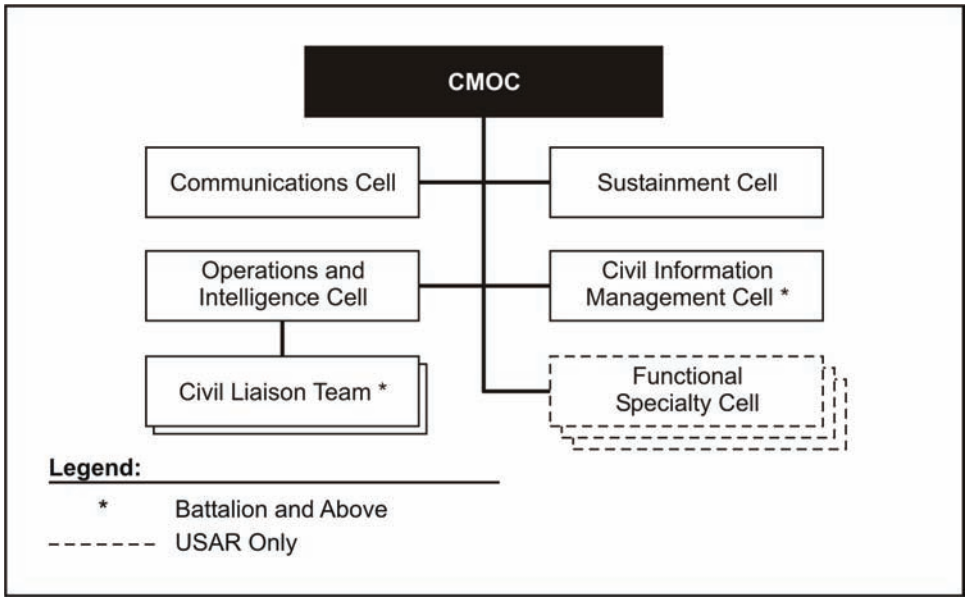

Figure 4-9. CMOC functional capabilities

ARSOF AND CONVENTIONAL FORCES INTEGRATION

4-52. As described earlier, ARSOF and conventional ground forces may operate in proximity to each other in the accomplishment of the JFC's mission. Although the JFC may determine the requirement to place ARSOF directly under a command relationship of a conventional ground force, he will normally maintain a centralized, responsive, and unambiguous SOF C2 structure under the JSOTF. Through his assignment of missions and supported or supporting commander relationships, the JFC provides the JSOTF commander freedom to organize and employ forces in the best way to satisfy both JFC requirements and those of supported commanders. The tactical commander must consider SOF capabilities and limitations, particularly in the areas of tactical C2 and sustainment. PSYOP C2 and product approval are always retained at the unified command or JFC level.

4-53. Historically, commanders have employed SOF in advance of follow-on operations of conventional forces to ensure that the timing and tempo of the overall unified campaign are maintained. During extended operations involving both ARSOF and conventional forces, combined control and deconfliction measures

take on added significance. Thus, the integration and synchronization of ARSOF with other joint operations and conventional forces operations are critical.

4-54. Integration of ARSOF with conventional forces is always a critical concern for ARSOF commanders, and areas of interest typically include, but are not limited to—

- Target deconfliction.
- Communications systems support.
- Political concerns.
- Civil populace.
- Possible linkup of ARSOF with conventional forces.
- C2.
- Frequency allocation.
- Intelligence-collection efforts.
- Surface or airspace deconfliction.
- Fire-support coordination.
- Coordination of logistics and theater support.
- CSAR.

4-55. SO often involve air operations that transit theater airspace control areas and air defense areas. They often take place in areas affected by surface and air attacks of friendly conventional forces on enemy targets. Therefore, the coordination of ARSOF operations in enemy territory is extremely important to prevent double targeting or fratricide. To prevent these actions, the JSOTF and the JTF must coordinate closely.

4-56. The exchange of liaison elements between the staffs of appropriate conventional forces and SOF further enhances integration of all forces concerned. These liaison elements aid in executing the mission, precluding fratricide, and eliminating duplication of effort, disruption of ongoing operations, or loss of intelligence sources. These efforts are crucial to maintaining the GCC's overall unity of effort, coordination of limited resources, and campaign tempo.

Chapter 5
Targeting and Joint Fires

The deliberate evaluation of an enemy's vulnerabilities and the application of SOF capabilities at critical nodes are the foundation of SOF employment. The keystone of SOF mission planning is the operational element that will plan and execute the mission. The inherent qualities of SO planning encourage foresight. SOF select targets for exploitation with careful and deliberate consideration. Effective integration of SOF into a GCC's campaign is possible only through synchronized targeting and mission planning. Targeting is the process of selecting and prioritizing targets and matching the appropriate response, taking into account operational requirements and capabilities. Targeting is the analysis of enemy situations relative to the commander's mission, objectives, and capabilities at his disposal. In achieving the JFC's objectives, targeting focuses on producing specific effects. It identifies and nominates specific vulnerabilities that, if exploited, will accomplish the commander's objectives through capture, destruction, disruption, delay, degradation, neutralization, deception, or exploitation of enemy forces or resources critical to the enemy. The JFC may establish a joint targeting coordination board (JTCB) to evaluate nominations for assessing whether targets will achieve desired objectives.

The SO options available to the JFC include a myriad of lethal and nonlethal actions that can, when properly applied, optimize SOF capabilities. SOF targeting considerations include the political, military, economic, informational, and psychological effects on the enemy's capabilities, morale, and popular support base. Two distinctly different modes—direct and indirect—define the lethal and nonlethal force applied by ARSOF.

Maximizing the effects of lethal and nonlethal joint fires will be vital to mitigating risk and reducing reliance on organic fires in a joint expeditionary environment. The creation of the special operations forces joint fires element (SOFJFE) will give each SF group and the Ranger Regiment the ability to plan, coordinate, synchronize and execute lethal and nonlethal joint fires to obtain desired effects across the full spectrum of conflict. ARSOF and USAF JTACs will partner to integrate the execution of joint air-to-surface fires fully in support of joint close air support and strategic air interdiction.

TARGETING CYCLE

5-1. The targeting cycle portrays an analytical, systematic approach focusing on the targeting process that supports operational planning to achieve the objectives of the JFC. The interrelationship of the target development and mission-planning phases dominates the six phases of the targeting cycle.

PHASE 1: COMMANDER'S OBJECTIVES, GUIDANCE, AND INTENT

5-2. The commander's objectives, guidance, and intent originate at the national level as broad concepts, such as the national security strategy and the national military strategy. The President and the SecDef communicate national security objectives through the CJCS, who in turn prepares the biennial Joint Strategic Capabilities Plan (JSCP). The JSCP provides short-term (2-year) strategic guidance to the GCCs and the Service chiefs. The JSCP assigns tasks, apportions major combat forces and strategic transportation for deliberate planning, and directs the GCCs to develop plans supporting specific national security objectives. The GCCs translate broad national and theater strategy into strategic and operational concepts through the development of theater campaign plans. The Joint Operation Planning and Execution System (JOPES) facilitates this planning process.

5-3. JOPES is the DOD-directed, JCS-specified system that provides single-process, interoperable planning and execution. The GCC's staff uses different procedures to develop plans depending on the purpose of a specific plan. The procedures are labeled as crisis-action, campaign, or deliberate planning; however, they are interrelated. The planning procedure the staff uses is determined by the amount of time available.

5-4. Campaign planning embodies the JFC's vision of the arrangement of related major operations necessary to attain theater operational or strategic objectives. If required by the scope of the contemplated operations, campaign planning begins with or during deliberate planning. It continues through crisis-action planning, thus unifying both planning processes, described in JP 5-0, *Doctrine for Planning Joint Operations*.

5-5. Deliberate planning prepares for a possible contingency based on the use of forces and resources apportioned for deliberate planning. It relies heavily upon assumptions regarding the political and military circumstances that will exist upon implementation of the plan. Deliberate planning takes place mainly in peacetime to develop joint operations plans for contingencies identified in strategic planning documents. Deliberate plans are prepared as an OPLAN, a concept plan (CONPLAN) with or without time-phased force and deployment data, or a functional plan.

5-6. Crisis-action planning is based on current events and is conducted in time-sensitive situations and emergencies using assigned, attached, and allocated forces and resources. Planners base their approach on the actual circumstances that exist when planning occurs. They follow prescribed crisis-action planning procedures that parallel deliberate planning but are more flexible and responsive to changing events.

5-7. In all three types of planning, the GCC and subordinate JFCs—

- Specify the mission.
- Organize the operations area spatially into joint operations areas (JOAs), AOs, or JSOAs.
- Organize the forces (task organization and command relationships).
- Assign missions and tasks to subordinates.

5-8. The GCC provides a clear, concise intent (a broad purpose and required end state). His concept for SOF may—

- Provide the concepts for SOF activities and sustainment that will transform national, alliance, and theater strategic guidance into military objectives.
- Describe the GCC's vision of SOF employment, including command relationships.
- Identify requirements for USSOCOM and Service components to prepare, provide, and sustain theater-assigned and augmented SOF.
- Identify priority operational, weather, and IRs that theater SOF must address.
- Define interagency coordination requirements.

5-9. The TSOC is the primary link for integration of SOF into the CCDR's planning process. The Commander, Theater Special Operations Command (CDRTSOC) has several ways to integrate SOF. Integration can be achieved through the theater CDRTSOC's principal roles as the theater SO advisor and the theater JFSOCC, or the CDRJSOTF, if designated. The CDRTSOC provides input into the CCDR's OPLANs, the theater campaign plan, subordinate plans, and theater security cooperation. Subordinate joint

SOF commands have similar responsibilities to their superior JFCs. SO staff officers on JFC staffs are essential in ensuring integration of SOF into campaign and major OPLANs.

PHASE 2: TARGET DEVELOPMENT, VALIDATION, NOMINATION, AND PRIORITIZATION

5-10. This phase of the process involves the systematic identification and evaluation of critical target nodes vulnerable to effective direct attack or indirect exploitation. Component commanders, including the JFSOCC, nominate targets to the JFC. Supported commanders' nominations and priorities (for example, JFLCC target nominations in the JFLCC AO) are given special emphasis in the JFC target development process. The JFC may establish a JTCB to evaluate nominations to assess whether targets will achieve desired objectives. The component commanders receive the details of targeting and execution. Typically, the JTCB reviews targeting information, develops targeting guidance and priorities, and prepares and refines joint targeting lists. The JFSOCC and the POTF commanders are represented on the JTCB as separate functional component commanders.

PHASE 3: CAPABILITIES ANALYSIS

5-11. Capabilities analysis is the process of determining the quantity of a specific type of lethal or nonlethal weapon required to achieve a specific level of damage to a given target. Analysts determine target vulnerability, weapon effect, munitions delivery accuracy, damage criteria, probability of kill, and weapon reliability. Normally, component representatives to the JTCB conduct this analysis.

PHASE 4: COMMANDER'S DECISION AND FORCE ASSIGNMENT

5-12. Selection of forces for the mission is determined by the commander's decision and force assignment. Either the JTCB or the JFC's staff recommends the appropriate forces. The goal is to select the available lethal or nonlethal forces that can best accomplish the commander's objectives within the specified period. The JFSOCC advises the JTCB or JFC's staff on the capabilities, limitations, and feasibility of supporting SOF. The JPOTF advises the JFC on PSYOP capabilities. The JFC's CMO staff officer advises the JFC on CMO and CAO capabilities.

PHASE 5: MISSION PLANNING AND FORCE EXECUTION

5-13. Upon receipt of tasking orders, detailed planning must be performed for the execution of operations. The hallmark of ARSOF planning is decentralization down to the actual operational element that will execute the mission. Operational elements conduct their detailed mission planning and coordination with the assistance of PSYOP, CAO, or SF planning elements. The ARSOF elements tasked to perform a mission develop a concept of operations (CONOPS) and produce an operation order (OPORD) (with contingencies) that they brief to a designated senior SOF commander for approval. ARSOF mission planning should—

- Contribute substantially to the strategic or campaign plan being executed.
- Include complete orders or plans (insertion, resupply, fire and maneuver support, and extraction). Planners must coordinate SO mission planning with all applicable supporting and supported forces and agencies through the JFC. Detailed targeting and mission planning are vital to successful mission execution.
- Address the specific mission window of opportunity, since SO targets normally are perishable, either from a military or political viewpoint.

5-14. During the deliberate planning process (a continuous and ongoing process), the JFSOCC issues mission letters to selected theater-oriented ARSOF units, facilitating the creation of the unit mission-essential task list. GCCs issue PSYOP and CA mission planning requirements to determine specific training, readiness, and equipment needs to target certain geographic areas and target populations. The mission letters allow ARSOF units the time to gain a complete understanding of the geographic, political, social, psychological, and military situation in the target area. For some missions, ARSOF units must also master the culture, language, customs, and ethnic and religious affiliations or antagonisms of the target audience that could affect mission execution.

5-15. ARSOF units focus their training on their assigned task. They prepare assessments (cultural nuances, language, and targets) of the region. They conduct the appropriate training during peacetime deployments and CONUS training events. When preparing for missions, SF, CAO, and PSYOP units normally already have detailed knowledge of the region, people, culture, and requirements of the targets. Thus, they can focus on detailed mission planning, training, and rehearsals during crisis-action planning. This information is available to Ranger and SOA units in the form of area studies.

5-16. This intensive mission preparation should result in a thorough, comprehensive plan that is fully coordinated and rehearsed with all participating forces and agencies. A deliberate plan must include an exhaustive number of contingencies and a high degree of flexibility. Crisis-action planning includes as much detail as time allows.

PHASE 6: COMBAT ASSESSMENT

5-17. In the final phase, combat assessment is composed of three interrelated components: battle damage assessment (BDA), munitions effectiveness assessment, and future targeting or reattack recommendations. The JFSOCC assesses the executed mission to determine if the employed SOF element accomplished the assigned mission. If the results do not meet the criteria established during the capabilities analysis phase, the JFC's staff or JTCB then determines the resources required to reacquire the target and to achieve the desired effect. As stated in the above principles of SO mission planning, retasking a deployed ARSOF unit is frequently not a viable COA.

LAND COMPONENT TARGETING PROCESS

5-18. Land components view targeting as a combination of intelligence, planning, battle command, weaponeering (capabilities analysis), operational execution, and combat assessment functions. The "decide, detect, deliver, and assess" methodology facilitates the attack of the target with the right asset at the right time (Figure 5-1, page 5-5). Successful use of the four-step targeting cycle delivers incredible destruction to the enemy, while limiting friendly casualties. ARSOF forces must be prepared to conduct both joint and land component targeting planning.

DECIDE

5-19. The *decide* function is part of the planning activity of the operations process. It occurs concurrently with the military decision-making process. During the decide function, the ARSOF targeting team focuses and sets priorities for intelligence collection and attack planning. Based on the commander's intent and CONOPS, the targeting team establishes targeting priorities for each phase or critical event of an operation. The following products reflect these priorities:

- High-payoff target list (HPTL).
- Intelligence synchronization plan.
- Target selection standard (TSS).
- Attack guidance matrix (AGM).
- Target synchronization matrix.

DETECT

5-20. The *detect* function involves locating high-payoff targets (HPTs) accurately enough to engage them. It primarily entails execution of the intelligence collection plan. The intelligence collection plan focuses on identifying HPTs and answering priority intelligence requirements (PIRs). These are prioritized based on the importance of the target or information to the CONOPS and commander's intent. Thus, some overlap exists between the detect function and the assess function. Detecting targets for nonlethal attacks may require intelligence, surveillance, and reconnaissance support from higher HQ. The ARSOF targeting team adjusts the HPTL and AGM to meet changes as the situation develops.

	Operations Process Activity	Targeting Process Activity	Targeting Task
Assessment	Planning	Decide	**Mission Analysis** • Perform Target Value Analysis to Develop High-Value Targets. • Develop Targeting Guidance and Targeting Objectives. **COA Development** • Designate Potential High-Payoff Targets. • Designate and Coordinate Potential High-Payoff Targets. • Deconflict and Coordinate Potential High-Payoff Targets. **COA Analysis** • Develop High-Payoff Target List. • Establish Target Selection Standard. • Develop Attack Guidance Matrix. • Determine Combat Assessment Requirements. **Orders Production** • Finalize High-Payoff Target List. • Finalize Target Selection Standard. • Finalize Attack Guidance Matrix. • Submit Information Requirements and Requests for Information to Deputy Chief of Staff for Intelligence (G-2).
	Preparation Execution	Detect	• Execute Collection Plan. • Update Priority Intelligence Requirements and Information Requirements as They Are Answered. • Update High-Payoff Target List and Attack Guidance Matrix.
		Deliver	• Execute Attacks IAW the Attack Guidance Matrix.
		Assess	• Evaluate Effects of Attacks. • Monitor Targets Attacked With Nonlethal Means.

Figure 5-1. Four-phase land and maritime targeting process

DELIVER

5-21. The *deliver* function involves engaging targets located within the TSS according to guidance in the AGM. HPTs located within the TSS are tracked and engaged at the time designated in the order or AGM. Other collection assets consider HPTs not located accurately or targets within priority target sets. When one of these is located within the TSS, its location is sent to the system the AGM assigns to attack it. Not all HPTs will be identified accurately for attack before execution. Some target sets may have only a few targets identified. Collection assets and the intelligence system develop information that locates or describes potential targets accurately for engagement. The HPTL sets the priority for accomplishing this task.

ASSESS

5-22. The *assess* function occurs throughout the operations process. Targets are reattacked until the effects outlined in the AGM are achieved or until the target is no longer within the TSS.

JOINT FIRES

5-23. Generating decisive combat power requires integrating all military capabilities to achieve strategic, operational, and tactical objectives. Inherent in joint operations is the successful employment of fires throughout the theater or JOA. The joint force and component commanders, with the assistance of their staffs, must synchronize a variety of fires in time, space, and purpose to increase the total effectiveness of the joint force (JP 3-09, *Doctrine for Joint Fire Support*).

SPECIAL OPERATIONS FEASIBILITY ASSESSMENT

5-24. The feasibility assessment is an initial determination of the viability of a proposed mission or target for SOF employment. It essentially answers the following SOF operational mission criteria questions: Is it an appropriate SOF mission? Does it support the JFC's OPLANs? Is it operationally feasible? Are required resources available? Does the expected outcome justify the risk?

SPECIAL OPERATIONS FORCES JOINT FIRES ELEMENT

5-25. ARSOF combat units enhance their effectiveness through the planning, coordination, synchronization, and execution of lethal and nonlethal joint fires to achieve desired effects. A joint fires element (JFE) is an optional staff element that provides recommendations to the J-3 to accomplish fires planning and synchronization. The SOFJFE is the focal point for targeting and planning joint fires within the SOTF. The SOFJFE consists of permanently assigned Aviation officers, Field Artillery officers, warrant officers, and NCOs, as well as augmentees from the various Services, units, and agencies that can provide lethal and nonlethal fire support.

5-26. The SOFJFE is task-organized to integrate seamlessly into intelligence, current operations, and future plans. The SOFJFE (Figure 5-2) consists of a HQ and three subordinate sections—targeting, operations, and plans.

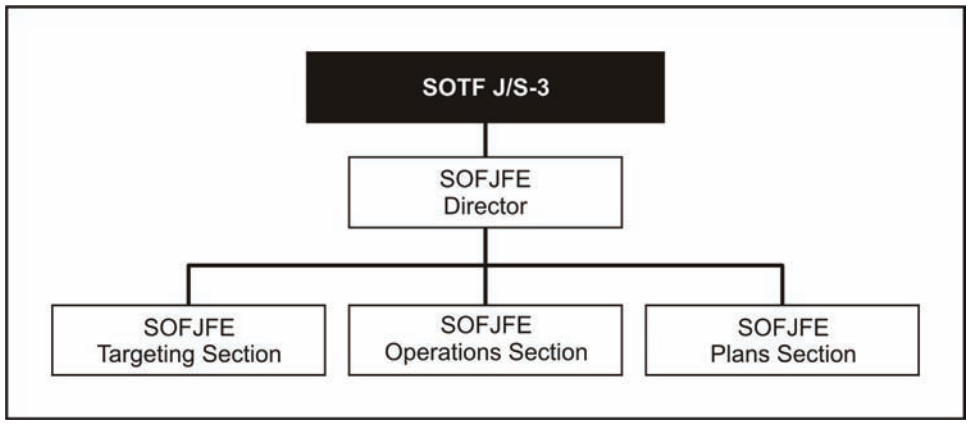

Figure 5-2. SOFJFE organization

SOFJFE SUPPORT TO THE EFFECTS-BASED APPROACH

5-27. An effects-based approach (EBA) consists of a set of processes that focuses on planning, executing, and assessing military activities for the effects produced, rather than merely attacking targets or simply dealing with objectives. EBA complements, not replaces, target-based or objectives-based approaches (such as strategy-to-tasks) and is very amenable to mission-type orders and strategy options that do not emphasize attrition-based approaches. EBA applies with or without the use of lethal, nonlethal, or potential force.

5-28. The SOFJFE is uniquely capable of conducting effects-based planning due to its task organization of representatives from the various organizations and agencies that can plan, synchronize, and execute EBA. An EBA seeks to understand, trace, and anticipate direct and indirect effects of a specific action on the

enemy's political, military, economic, and informational infrastructure. EBA applies to understanding oneself, an adversary, or any other context where elements interrelate, interconnect, or otherwise are interdependent.

ARSOF NONLETHAL FIRES

5-29. Nonlethal targeting plays an ever-increasing role in EBA because of the growing asymmetric nature of warfare. From stability operations to full-scale combat operations, ARSOF must consider all means available to achieve a desired effect. Lethal targeting may achieve an immediate effect; however, its long-term effects and possible second- and third-order effects must be considered in the context of the desired final outcome. Nonlethal targeting often can provide an economy of force means to achieve desired effects with a much lower profile than lethal means. Considering that all targeting can have physical or behavioral effects, ARSOF planners should determine if nonlethal targeting means can achieve a desired effect with a lower profile than a lethal solution. Nonlethal targeting means—such as EW, PSYOP, computer network operations (CNO), CA, or CMO—can often achieve effects more subtly and with fewer negative long-term effects than lethal targeting. Sometimes, a combination of lethal and nonlethal means can amplify the desired effect. Table 5-1 provides examples of nonlethal targeting.

Table 5-1. Nonlethal targeting examples

Effect	Lethal Solution	Nonlethal Solution
Disrupt Enemy C2 Channels H-1 through H+1	Strike on communications facilities	EW jamming; CNO
Reduce recruitment by anti-Iraqi forces	Targeting of anti-Iraqi forces leadership	PSYOP products countering anti-Iraqi forces recruitment strategies
Counter anti-Iraqi forces propaganda products on Internet	Strike on anti-Iraqi forces propaganda cells	CNO; PSYOP

SOFJFE IN THE TARGET NOMINATION PROCESS

5-30. The SOFJFE monitors and reviews higher HQ, SOTF staff, and component target nominations to ensure compliance with JFC guidance. The SOFJFE recommends SOTF-level targeting guidance and targeting priorities to the SOTF commander through the J-3 or the operations and training officer (S-3) and JTCB (if conducted). The focus is generally on future operations to set the framework for joint targeting and component actions. Target nominations are also reviewed to eliminate duplication. The SOFJFE produces and maintains the SOTF target nomination list of targets on the joint target list. If the SOTF hosts its own JTCB, the SOFJFE drafts and publishes a Daily Apportionment Decision, Allocation, and the Commander's Targeting Guidance message. This message disseminates the SOTF's decisions made on all JTCB recommendations and provides guidance to components and staff for upcoming targeting cycles. The SOFJFE forwards prioritized target nominations from the SOTF for potential engagement by air assets to the SOLE at the JAOC for nomination to the joint integrated prioritized target list and potential inclusion in the ATO.

5-31. The SOFJFE compiles and publishes the SOTF no-strike list (NSL). All targets on this list must also appear on the JFC NSL. This list is a compilation of enemy, civilian, and military infrastructure and operational targets restricted from attack. Production of this list requires input from and coordination with the Intelligence Directorate (J-2) or intelligence officer (S-2), the J-3 or S-3, the Judge Advocate General, CA, PSYOP, component LNOs, and higher HQ, as appropriate. The SOFJFE also forwards any SOTF nominations to the JFC NSL.

5-32. The SOFJFE drafts the fires portion of SOTF-level plans and orders. This effort includes participation with the J-5 or the S-3 in the planning process for the initial campaign and subsequent plans. The SOFJFE also reviews and recommends fire support coordinating measures (FSCMs).

5-33. If the SOTF hosts its own JTCB, the SOFJFE coordinates with component representatives and provides administrative support to conduct the JTCB. The SOFJFE also prepares materials that are forwarded to the SOTF J-3 or commander for a final decision.

TIME-SENSITIVE TARGETING

5-34. Not all targets can be serviced following the normal targeting cycle. Time-sensitive targets (TSTs) are targets of such high priority to friendly forces that the JFC designates them as requiring immediate response because they pose (or will soon pose) a danger to friendly forces or they are highly lucrative, fleeting targets of opportunity. The JFC establishes guidance on procedures for coordination, deconfliction, and synchronization among components in a theater or JOA. ARSOF's contribution against TSTs is clandestine or covert reconnaissance, surveillance, terminal guidance and control of weapons systems, and direct action.

5-35. TSTs are targets and, as such, their nomination, development, execution, and assessment will still take place within the framework of the joint targeting cycle (Figure 5-3). A critical factor in prosecuting TSTs is the requirement to conduct all the steps of the joint targeting cycle in a short time.

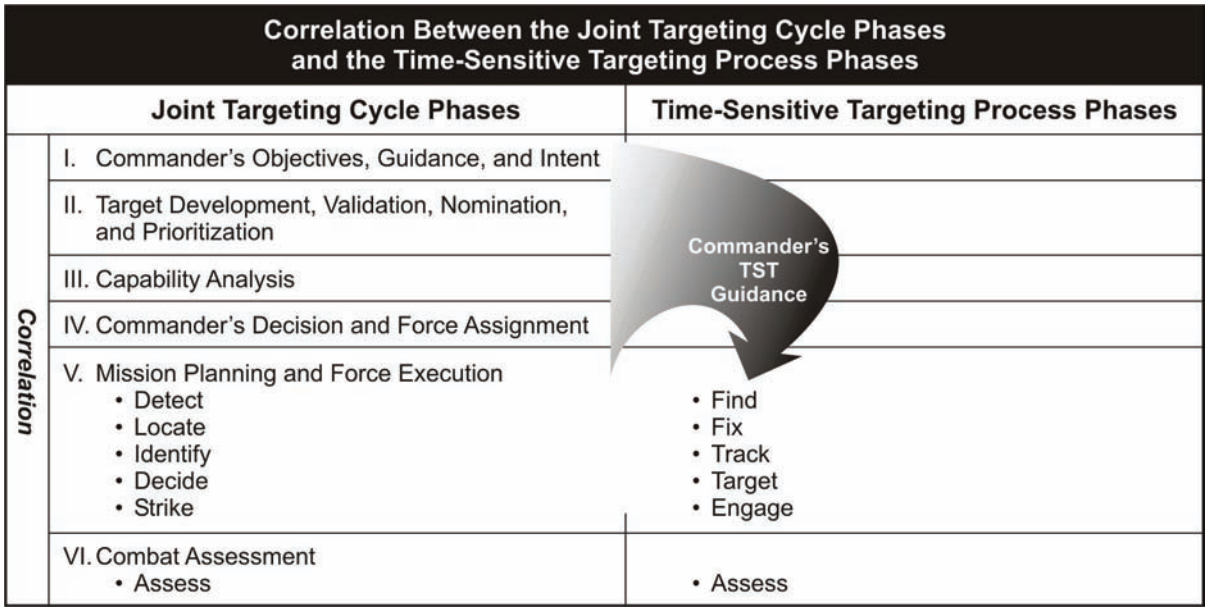

Figure 5-3. Time-sensitive targeting

5-36. Phases I through IV of the joint targeting cycle collectively produce the commander's targeting guidance, which sets the boundaries for the TST process. The JFC and staff, working in coordination with the components, develop the TST guidance. The JFC must articulate risk tolerance guidelines to permit on-scene commanders to conduct accelerated coordination. To be successful, precoordinated procedures should be in place to process TSTs quickly.

5-37. Phases V and VI of the TST are broken down into six subphases: find, fix, track, target, engage, and assess. Many phases of this process, and the steps within the phases, may be accomplished in parallel. The find, fix, track, and assess phases are intelligence-, surveillance-, and reconnaissance-intensive, whereas the target and engage phases are typically manpower-, force-, and decision-making-intensive.

5-38. Selection of the optimal TST strike assets—such as fixed-wing, Army Tactical Missile System, naval gunfire, or ground combat forces—begins during the capabilities analysis and tasking phase and continues through the mission-planning phase. Understanding the level of risk acceptable to the JFC is the main determining factor regarding the use of ARSOF. Items to be considered in the risk assessment include risk to friendly forces and noncombatants, possible collateral damage, and the disruption of diverting attack assets from their deliberately planned missions.

5-39. The JFC designates how TST operations will be commanded and controlled within his JOA. Successful prosecution of TSTs requires a well-organized and well-rehearsed process for sharing sensor data and targeting information, identifying suitable strike assets, obtaining mission approval, and deconflicting weapons employment rapidly. The Common Grid Reference System (CGRS) can accelerate FSCMs and expedite deconfliction of air-to-surface and surface-to-surface joint fires.

5-40. TST execution may be orchestrated from within the corps Deep Operations Control Cell or the JFACC's JAOC. The SOFJFE integrates ARSOF assets supporting TSTs through the SOLE at the JAOC, SOCCEs at the corps or Marine expeditionary force, and SFLEs at the division, if applicable. Communications enhancements for TST operations include direct, dedicated, and redundant real-time links between TST cell nodes.

ARSOF INTEGRATION INTO THE THEATER AIR-GROUND SYSTEM AND ARMY AIR-GROUND SYSTEM

5-41. The theater air-ground system (TAGS) is a system that orchestrates the planning and execution of air-ground operations. The TAGS is not a formal system in itself but rather the sum of the component air-ground systems operating in-theater. It is applicable to all ARSOF operations, including air, ground, and maritime operations. The TAGS includes organization, personnel, equipment, and procedures.

5-42. The Army air-ground system (AAGS) is the Army's control system for synchronizing, coordinating, and integrating air operations. The AAGS initiates, receives, processes, and executes requests for air support and disseminates information and intelligence produced by aerial assets. Although some elements within AAGS, such as the TACP, belong to different Services, they function as a single entity in planning, coordinating, deconflicting, and integrating air support operations with ground operations. The ARSOF elements of AAGS consist of operations, fire support, C2, and coordination and liaison elements.

5-43. ARSOF combat regiments, groups, battalions, and squadrons may have a USAF air liaison officer and senior TACP NCOs assigned or attached. Their primary mission is to advise commanders on the capabilities and limitations of aerospace power. The air liaison officer works closely with the SOFJFE in planning, requesting, and coordinating aerospace support, including joint close air support, air interdiction, intratheater airlift, and CSAR.

5-44. Another asset for requesting and executing air support is the JTAC. As defined in JP 3-09.3, *Joint Tactics, Techniques, and Procedures for Close Air Support (CAS)*, a JTAC is a qualified (certified) Service member who, from a forward position, directs the action of combat aircraft engaged in close air support and other offensive air operations. The JTACs are the forward element of the TAGS and must be organized, trained, and equipped to operate within that infrastructure. The USAF and ARSOF-trained JTACs join to provide ARSOF combat forces with the ability to control aircraft in support of ARSOF operations. Figure 5-4, page 5-10, shows an example of close air support connectivity of SF under a JSOTF.

5-45. At the corps level, a supporting USAF air support operations group provides an air support operations center (ASOC) to direct aerospace support for the corps and subordinate units. The ASOC is subordinate to the JFACC JAOC. USASOC has no similar organization to facilitate direct aerospace support for a SOTF. A joint air coordination element (JACE) may be provided to a SOTF to allow a mini-ASOC capability and to provide expedient access to the Joint Air Request Network. The JACE structure resembles an air support operations squadron staff and includes multiple fighter duty officers, senior fighter duty NCOs, and TACP NCOs.

ARSOF UNMANNED AERIAL SYSTEMS OPERATIONS

5-46. Unmanned aerial systems (UASs) provide ARSOF a versatile platform capable of performing a myriad of tasks with reduced risks to ARSOF Soldiers. Examples of UAS applications include air-to-surface lethal fires, PSYOP product dissemination, resupply delivery, intelligence-gathering, and communications enhancement. ARSOF units must have a thorough understanding of UASs, and their capabilities, planning factors, and airspace deconfliction measures.

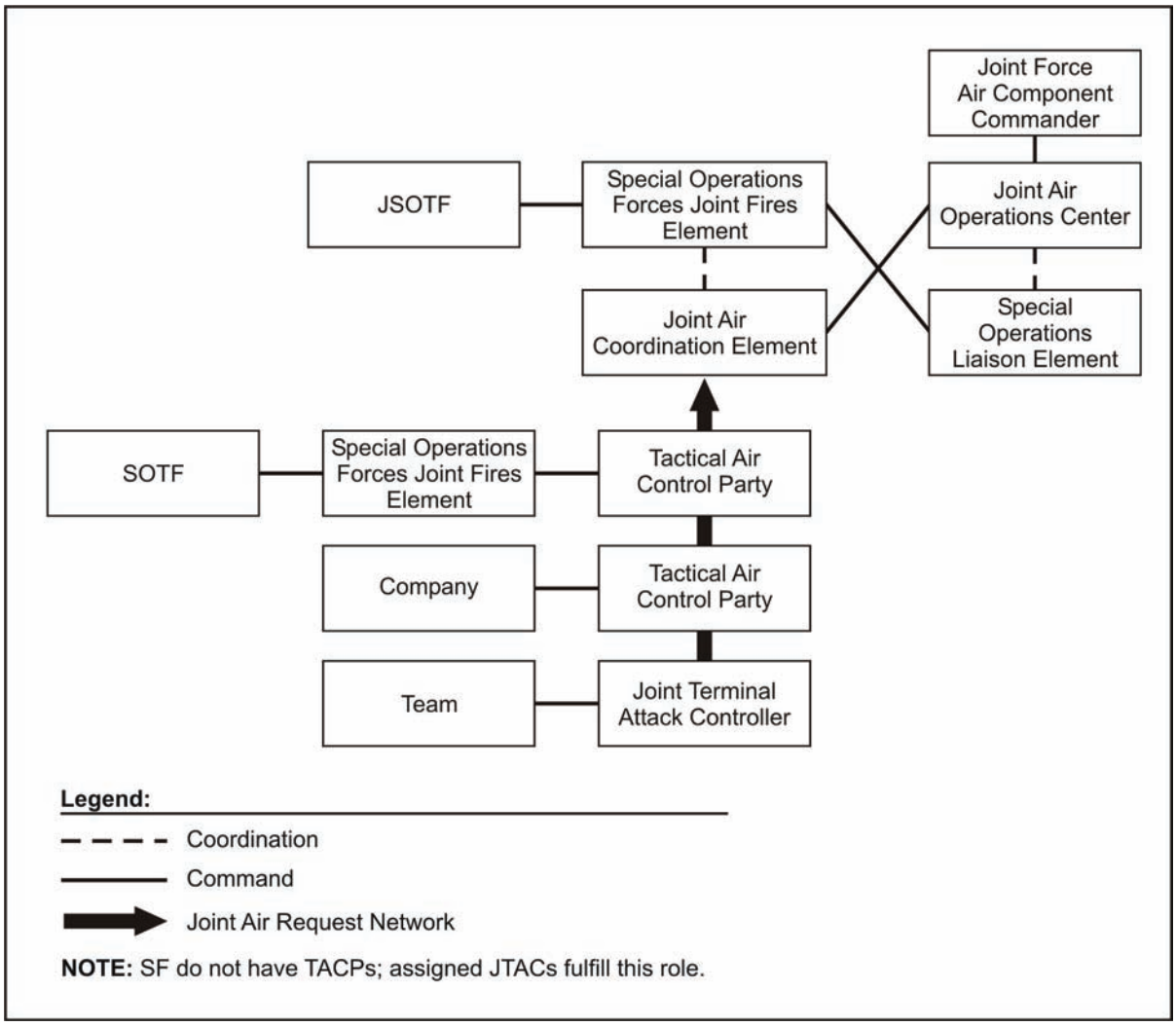

Figure 5-4. ARSOF close air support connectivity

5-47. The SOFJFE is the planning and deconfliction representative for UAS support to the SOTF. Subordinate units submit a SOF five-line airspace control means request (ACMREQ) to the SOFJFE for airspace deconfliction within a JSOA or a SOA. The SOFJFE provides the ACMREQ to the JAOC through the SOLE airspace manager. The Air Operations Center deconflicts the UAS mission with other air operations and publishes updates to the ACO or the ATO. The SOFJFE notifies the airspace requester of approval or disapproval.

Chapter 6
Communications Systems Support

Communications systems support to ARSOF must be global, secure, mission-tailored, and jointly interoperable. Interoperability includes attaining commonality, compatibility, and standardization of communications systems to provide network-centric operations to the force. Communications systems support the full range of diverse SO missions worldwide. Global communications support ensures that ARSOF can communicate anywhere at anytime using strategic capabilities to the maximum extent possible, as well as commercial, tactical, and HN assets. To ensure secure systems, ARSOF employ the latest technology, devices, encryption, and procedures approved by the National Security Agency. ARSOF communications systems must be interoperable with JIIM elements. They must integrate not only with state-of-the-art systems, but also with less-sophisticated equipment often found in less-developed nations.

ARSOF communications systems must be mission-tailored to the projected operational environment. They must be tailored based on an analysis of the mission, threat, information-transfer requirements, and the operating environment. The deployed Soldier must have a variety of methods for communicating, reporting, and querying available resources, regardless of geographic location. Smaller, more mobile, lighter, and more capable communications equipment enhance ARSOF by reducing the number and size of resources competing for limited transportation assets. By adhering to national and international standards, coupled with the benefits of digital capabilities, communications systems do not have to follow the traditional chain of command. Seamless, global access to the information grid at the lowest tactical level increases operational capability to the ARSOF Soldier. ARSOF missions are normally controlled at the lowest operational level that can accomplish the needed coordination, although political considerations may require control at the national level. Communications systems must never compromise the Soldier on the ground, in the air, or at sea.

COMMUNICATIONS ARCHITECTURE

6-1. A commander and his staff receive information, analyze it, and distribute relevant critical information between higher, lower, adjacent, and JIIM forces. This sharing of relevant critical information at all echelons may be in the form of voice, data, or imagery.

6-2. Voice traffic includes—

- User-to-user, where the phone can be either analog (for example, tactical phone, STU-III/STE, Red phone, satellite phone, or standard phone) or digital (for example, Voice over Internet Protocol [VoIP]) via data systems).
- Conference, where phone bridges or three-way calling features allow more than two parties to discuss information concurrently.

- Broadcast, where information is transmitted one-way from a source to multiple recipients (for example, a radio broadcast from a PSYOP unit to the target population).

6-3. Data distribution includes—

- Formal record traffic (joint message text, defense message system, or tactical message system.
- Informal record traffic (facsimile, electronic mail [e-mail], Joint Worldwide Intelligence Communications System [JWICS], SECRET Internet Protocol Router Network [SIPRNET], and Non-Secure Internet Protocol Router Network [NIPRNET]).
- Position and navigation data (global positioning system, Blue Force Tracker).

6-4. Imagery traffic includes—

- Pictures (maps and aerial photos).
- Video (sound, voice, and images).

ARSOF COMMUNICATIONS SUPPORT

6-5. ARSOF units require seamless, robust, automated, full spectrum, and standards-compliant voice, data, and imagery support. ARSOF communications support is provided at different echelons, from the national level to the unit level. Planners must integrate communications resources to provide seamless operations, from garrison to in-transit and deployed environments. ARSOF communications systems need to include networks with multiple routing and redundancy to prevent site isolation. They must also take advantage of automated systems that provide transparent connectivity to the user. Communications systems must exploit all available means, including HN assets, to provide robust and ready access to the GIG in support of ARSOF. System interoperability in compliance with DOD standards is necessary to ensure a seamless interface from the highest to the lowest echelons of communications support.

6-6. ARSOF units primarily communicate using a mix of combat net radio (CNR) that involves the family of both single-channel and frequency-hopping radios. ARSOF radio systems include very high frequency (VHF) frequency modulation, high frequency (HF), and ultrahigh frequency (UHF) single-channel tactical satellite (TACSAT). ARSOF units also deploy with international maritime satellite (INMARSAT) terminals or handheld iridium satellite phones for communications in less-developed areas.

6-7. Data communication is increasingly becoming the primary means of communication in SOF units as new technological capabilities are exploited. SFODAs and SFODBs have low-to-medium-rate data capability through INMARSAT, improved special operations communications assemblage (ISOCA), and SOF Deployable Node–Medium (SDN–M) to receive intelligence and guidance and to send situation reports, providing clear, relevant information in a shorter transmission time. SF battalions have multichannel TACSAT spoke terminals to provide voice and high-rate data and imagery services between them and the SFG. SFGs have multichannel TACSAT spoke-hub terminals. If needed, the ARSOF Signal Battalion (Airborne) provides a more robust hub capability at high data rates. The Ranger regimental HQ has medium data rate TACSAT capability. As mission requires and assets are available, the signal battalion can provide high-data-rate support to the Ranger task force. Ranger battalions and task forces have medium-data-rate capabilities to enhance information access. SOTF communications planners must integrate ARSOF into the theater communications system (TCS) when units are deployed in-theater.

ARSOF SIGNAL BATTALION (AIRBORNE)

6-8. The signal battalion provides signal force packages in support of SOF. It is the only active Army signal unit specifically dedicated to support deployed joint and Army SO task forces. It provides and sustains seamless, robust, full spectrum, and standards-compliant voice, data, video, and transport services in support of the TSOC, USSOCOM JTF HQ, and USASOC JTF HQ with scalable communications packages.

6-9. The ARSOF Signal Battalion (Airborne) provides a myriad of telecommunications access services and special circuits for the force commander and staff. Primary services provided include—

- Red Switched Network; secure and nonsecure voice.

- SIPRNET, NIPRNET, JWICS, including local area network access, and Combined Enterprise Regional Information Exchange System Coalition Wide Area Network.
- Secure and nonsecure facsimile.
- Secret and JWICS video teleconferencing.
- Commercial telephone access/Defense Switched Network (DSN) Access.
- Imagery transmissions.
- Mobile communications.
- En route communications.
- Interconnect between SOF and conventional Army communications networks.

6-10. Reachback is an important concept in current deployment of joint forces, especially limited SOF. It depends on the ability of communicators to provide a link between deployed forces and their sustainment base. With improved bandwidth, more reliable communications systems, and relevant information availability, reachback allows a commander to deploy the minimum required ground forces. This option not only reduces the maneuver footprint, but also decreases the logistics footprint and translates into reduced sustainment costs. It can also increase the overall force protection by reducing noncombat personnel. Many collaboration tools are used to bridge the distance between deployed and sustaining base elements. Some tools include—

- Video teleconferencing for visual and verbal guidance or discussion.
- Defense Collaboration Tool Suite for verbal guidance or discussion, while viewing shared electronic media via white boards or shared applications.
- Chat programs for individual or multiuser discussions in an interactive text-messaging format.
- Web information centers, which use Web page formats to share information, while reducing bandwidth usage.

6-11. Integration of SOTF communications with the GIG and the TCS is critical. It requires signal battalion coordination with the TSOC Command, Control, Communications, and Computer Systems Directorate (J-6); the JTF joint communications control center (JCCC); the Service component command communications officer; and the Defense Information Systems Agency. The battalion provides signal planners as liaisons or augments the JSOTF J-6 and the JCCC. The JSOTF JCCC serves as the single control agency for the management and technical direction of the JSOTF communications network. This staff plans and engineers JSOTF communications to meet the validated communications requirements of the TSOC or JSOTF commander. The JCCC also minimizes disruption of services to JSOTF subscribers and precludes duplication of effort by signal units. These signal planners are crucial to maintaining the SOTF commander's unity of effort and operating tempo, while maximizing the use of limited resources.

6-12. The ASCC links the ARFOR commander to the SOTF commander when deployed under a JTF. This link between the Army forces and the SOTF also provides interconnectivity to the overall tactical TCS and the GIG. The JSOTF normally establishes communications with subordinate elements using organic assets or assets from the ASCC signal command. During certain SOF contingency operations, the JSOTF commander may direct the ARSOF signal battalion to provide additional support to the SOTF when ASCC assets are unavailable. For example, the signal battalion may provide a hub-capable terminal for connectivity between the JSOTF (SFG), its subordinate SOTFs (SF battalion), and the GIG. The hub actually would not need to be collocated to provide support between the units. For instance, a hub at Fort Bragg, North Carolina, can support communications for training at Fort Campbell, Kentucky.

6-13. SOF locate at secure, logistics-supportable sites or at austere sites forward in hostile or neutral territory. In Army-supported theaters, the ASCC signal command provides additional access to the GIG and tactical interface into the mobile subscriber equipment, joint network nodes, Warfighter Information Network–Tactical, or tri-Service tactical communications program networks when SOF operate under a JTF. The ASCC signal command or the ARSOF signal battalion augments organic ARSOF signal capabilities by establishing secure communications links between the SOTF and its subordinate elements until the TCS becomes operational. When the TCS in a deployed location is not fully developed or cannot be extended to the SOTF, the ARSOF signal battalion provides access to the TCS. The SFG and SF battalions access the GIG or subordinate elements with internal assets.

6-14. The ARSOF signal battalion requires external assistance from the TSOCs and the SB(SO)(A) to coordinate movement by air. In addition, the battalion provides organizational maintenance for ground equipment, DS maintenance for Army common signal equipment, and limited DS maintenance on organic SO signal systems when deployed as a battalion. When company or smaller elements are attached to operational forces, the controlling or gaining unit or the Army DS maintenance elements in-theater provide organizational maintenance for Army common equipment. The ASCC provides the Army common repair parts on a nonreimbursable basis to ARSOF. Maintenance and parts tracking is performed through reachback to the mission support center at the ARSOF signal battalion HQ, Fort Bragg, North Carolina, to enable the most responsive service in tandem with theater procedures.

6-15. Upon entry into a theater, the deployed unit is under C2 of the supported GCC, through the TSOC. The supported TSOC exercises OPCON of the unit; the JSOTF commander exercises TACON. The JSOTF JCCC exercises technical control within the authority granted it by the TSOC and the JTF JCCC over the SOTF communications system. The battalion, if deployed, exercises OPCON of its subordinate elements within the JSOTF. FM 3-05.160, *Army Special Operations Forces Communications Systems Support* (currently published as FM 3-05.10.1, *Army Special Operations Forces Command, Control, Communications, and Computers*) provides detailed information on ARSOF communications systems support.

SPECIAL FORCES

6-16. The SFG provides connectivity to the GIG and all subordinate elements. The SFG has initial-entry satellite communications (SATCOM) and robust hub capabilities. If needed, the ARSOF signal battalion or a theater-based signal battalion, coordinated between the TSOC and the GCC J-6, can supplement. The SFG's triband SATCOM terminal and digital-switching system provide multichannel links to the SOTF to augment the single-channel systems. It also provides high-throughput commercial circuits into the communications architecture. The SFG and SF battalions provide their own tactical local area network (TACLAN). The TACLAN systems provide internal routing, file and e-mail exchange services, network extension capabilities, and more. TACLAN can be connected to the GIG or remain a closed local network. The TACLAN can integrate with other systems such as the Global Broadcast System for video feeds from reconnaissance assets and the Joint Base Station for seamless data connectivity from the HQ to the SFODA. Communication links between the SF-controlling HQ and the deployed SOF elements are generally single-channel UHF SATCOM, HF automatic link establishment, frequency modulation line-of-sight radio, Iridium, and INMARSAT.

6-17. SFGs have many automated tools available in the modern operational environment. The Special Operations Mission Planning Environment (SOMPE) is a computer-based suite of mission-planning tools for SF organizations. The mission-planning module guides planners step-by-step through the mission-planning process and carries over mission data for all products throughout the process to save time and duplication of effort in developing, analyzing, and selecting the best COA, creating briefings for warning orders, CONOPS, and OPORD backbriefs.

6-18. SOMPE is a personal computer-based suite of mission planning and execution tools for all SF units. Important to SOF is the Mission Planning Module. This module provides a step-by-step guide throughout the SOF mission-planning process and carries over mission data from one step through the next to save time and duplication of effort. The tools of the Mission Planning Module help SOF planners develop, analyze, and select the best COA and then automatically create presentations for the warning order, CONOPS, and OPORD backbriefs. Computers with SOMPE are dedicated to mission planning only.

6-19. The Asymmetrical Software Kit (ASK), created for SFODAs, is a geospatial intelligence system that gives each SFODA a robust capability to produce and exploit actionable intelligence. The ASK provides the SFODA with improved predictive analysis and decision-making capabilities by abstracting the battlefield environment into link analysis and geospatial and intelligence knowledge sets, georeferencing other intelligence and operations data.

6-20. SFGs are fielded Class III tactical unmanned aerial systems (TUASs) capable of supporting communications relay packages (CRPs). These medium CRPs provide VHF frequency modulation relay

(and eventually all joint trunk radio system [JTRS] waveforms) from forward ground forces or another TUAS to the supported commander. Although the CRPs are available, they are not dedicated. Use of TUASs as a communications relay or aerial retransmission platform competes with the TUAS acting as an imaging sensor for commanders and Soldiers on the ground. FM 3-05.20 and FM 3-05.160 (currently published as FM 3-05.10.1) contain additional information on SF communications.

RANGERS

6-21. The Ranger regiment can provide internal communications from the regiment through the battalion to the company. The regiment communicates using a mix of the CNR (HF, UHF, and VHF) that also has the capability to communicate data on a limited basis. Ranger battalions have voice and data communication terminals (high-speed data or SDN–L) with low-data-rate capability, but at a higher rate than radio-based data systems. The Ranger battalions also have terminals with medium-data-rate capability (joint medium data or SDN–M) for improved data-rate capability. The ARSOF signal battalion or other joint communications units may provide multichannel SATCOM augmentation when required and available. Rangers are fielded Class II rucksack portable unmanned aerial systems (RPUASs) capable of supporting CRPs. These small CRPs provide VHF frequency modulation relay (and eventually all JTRS waveforms) from forward ground forces or another RPUAS to the supported commander. Although the CRPs are available, they are not dedicated. Use of RPUASs as a communications relay or aerial retransmission platform competes with the RPUAS acting as an imaging sensor for commanders and Soldiers on the ground. FM 3-05.10.1 contains additional information on Ranger communications.

SPECIAL OPERATIONS AVIATION

6-22. The SOA regiment provides its own internal communications, from regiment level to rotary-wing aircraft. The regiment communicates primarily via CNR (HF, UHF, and VHF) with its battalions and aircraft. If deployed, the regiment must have access to the GIG via collocation with SOTF or JSOACC or by requesting dedicated assets from the 112th Signal Battalion. Other SOF units use CNR to communicate with SOA aircraft. The regiment also uses commercial assets, such as INMARSAT and iridium, when deployed. FM 3-05.60 contains additional information on SOA communications; FM 3-05.10.1 provides additional information on ARSOF communications.

PSYCHOLOGICAL OPERATIONS

6-23. The 4th POG(A) and battalions use CNR to communicate within their organizations. PSYOP units require access to the area common user system (ACUS), the GIG, and the theater single-channel SATCOM command and intelligence net. ASCC planners must anticipate large bandwidth requirements when planning for PSYOP integration into the TCS. PSYOP units deploy organic transmitters for the broadcast of amplitude modulation, frequency modulation, and shortwave radio and television transmission capability. To ensure the successful synchronization and responsiveness of PSYOP forces to the supported HQ, broad bandwidth communications capabilities are required from the theater HQ, to the POTF HQ, to the subordinate PSYOP commands. Such capabilities help in the timely coordination of PSYOP within the AOR—with strategic PSYOP and the quick approval and execution of PSYOP programs within the AOR, once the programs are approved.

6-24. The product distribution system (PDS) is a triband digital satellite-based distribution system. The PDS is not a C2 system, but rather a distribution system for PSYOP products. It provides both real-time and store-and-forward product distribution. These products include broadcast-quality video, compact-disc-quality audio, text, and print-quality color still photos and color graphics. The PDS is capable of using commercial communications satellites to provide rapid acquisition, as well as the distribution of high-quality PSYOP products for broadcast and print.

6-25. A Class IV UAS, the wind-supported aerial delivery system (WSADS/CQ-10A), is in development for PSYOP units. Although this system is capable of leaflet delivery, other possible variants are in development for remote television and radio transmission, as well as loudspeaker operations. This capability greatly enhances PSYOP accessibility to denied areas or when other dissemination means are

unavailable, such as leaflet bombs or Commando Solo. FM 3-05.30 and FM 3-05.160 (currently published as FM 3-05.10.1) contain additional information on PSYOP capabilities and communications.

CIVIL AFFAIRS OPERATIONS

6-26. CA elements from the CAT to brigade level have VHF and UHF radios for intrateam communications. These elements also have over-the-horizon reachback HF and TACSAT (UHF) radios for redundancy. The CA battalions and brigade have ISOCA as tactical communications hubs. Medium-data-rate-capable terminals (SDN–M) provide access to SIPRNET, NIPRNET, and DSN for the deployed battalion not collocated with SOTF or conventional supported HQ. The terminals provide limited voice-and-data interface with SOTF, other supported HQ, and the GIG. Also, the battalion and the brigade have TACLANs that integrate information systems into an efficient and deployable communications suite, but they require coordination to receive access to high-data-rate services from the supported unit (SIPRNET, NIPRNET, JWICS).

6-27. The CAT is the primary sensor for civil information in the conventional BCT, Rangers, and SFODA or SFODB AOs. The CAT submits civil information inputs to the battalion CMOC and the supported unit via the CA company. The battalion CMOC terminates this information through the ISOCA or SDN–M, and the information resides in the CA battalion TACLAN on a shared drive accessible by civil-military operations staff officers (S-9s), G-9s, and CA companies. CA liaison elements under OPCON or attached to conventional forces require access (and equipment) to the ACUS and the GIG. FM 3-05.40 (currently published as FM 41-10) and FM 3-05.160 (currently published as FM 3-05.10.1) contain additional information on CA communications.

ARMY BATTLE COMMAND SYSTEM

6-28. The purpose of the Army Battle Command System (ABCS) is to link battlefield automation assets, communications media, and operational facilities into a COP. The COP supports commanders and their staffs in collecting and analyzing information, developing plans and orders, monitoring the current battlefield situation, and facilitating future operations planning. Army analysis and joint findings have designated the following as essential capabilities of ABCS:

- *Joint and coalition interoperability*—Meeting existing and emerging joint interoperability standards.
- *Friendly locations*—Near-real-time (NRT), digital visualization tool to display locations of all Services, allies, coalition, and interagency formations within the operational environment.
- *Current enemy situation*—Digital visualization tool to provide knowledge of all enemy formations in the AO.
- *Running estimate*—Collaborative, predictive tool and capability tied to the commander's critical IRs and decision making.
- *Graphic control measures*—Management and visualization tool to display operational graphics in relationship to the JOA and the terrain.
- *Commander's situation report*—Digital capability to share unit status, including personnel and logistical information to higher and adjacent units.
- *Fragmentary order*—Digital capability to exchange information changes of mission, intent, and priorities with higher, lower, and adjacent units in the AO.
- *Fire support coordinating measures*—Digital visualization and management tool that enables the execution and deconfliction of fires.

6-29. The ABCS integrates the following subsystems:

- *Global Command and Control System–Army/Joint (GCCS–A/J).* The GCCS–A/J provides an integrated and automated information system for commanders at the strategic and operational levels. To enhance the joint environment, Global Command and Control Systems migrate toward a joint command and control for better horizontal and vertical interoperability.

- *Maneuver Control System (MCS).* The MCS is the primary tactical-level information system, providing COP, decision aids, and overlay capabilities through interface with other ABCSs. The MCS consists of a network of computer workstations that integrate information from subordinate maneuver units with those from other ABCS areas to create a joint common database. Tactical information products, such as situation maps and reports, allow the display and manipulation of this information. The MCS also provides a means to create, coordinate, and disseminate operational plans and orders.
- *Force XXI Battle Command Brigade and Below–Blue Force Tracking (FBCB2–BFT).* The FBCB2–BFT is a battle command information system designed for units performing missions at the tactical level. FBCB2–BFT displays the relevant situational awareness picture of the battlefield. Situational awareness shows the user his location, the location of other friendly forces, observed enemy locations, and all known battlefield obstacles. This system is used in SOF to populate the friendly positions in the COP.
- *Battle Command Sustainment Support System (BCS3).* The BCS3 provides automated logistics support information to commanders, their staffs, and the ASCC.
- *All Source Analysis System (ASAS).* The ASAS is used as an intelligence tool. It enables operations management, systems security, collection management, intelligence processing and reporting, target processing and nominations, and communications processing and interfacing.
- *Advanced Field Artillery Tactical Data System (AFATDS).* The AFATDS gives fire support coordinators automated support for planning, coordinating, controlling, and executing close support, counterinterdiction, and suppression of enemy air defenses fires.
- *Air Missile Defense Work Station (AMDWS).* The AMDWS integrates air defense fire units, sensors, and C2 centers into a single system capable of defeating or denying aerial threats.
- *Tactical Airspace Integration System (TAIS).* The TAIS is the enabling system for digitization, integration and automation of Army airspace C2 planning and operations, and for air traffic services.
- *Property Book Unit Supply–Enhanced (PBUSE).* The PBUSE provides tactical property book accountability and supply management.
- *Digital Topographic Support System–Deployable (DTSS–D).* The DTSS–D provides geospatial information to support terrain and environment visualization.
- *Integrated Meteorological System–Light (IMETS–L).* The IMETS–L provides commanders and staffs with an automated tactical weather system that receives weather data from multiple sources, then processes and disseminates weather observations, forecasts, battlefield visualization and weather-effects decision aids. Weather data can also be pulled up via ASAS and DTSS–D.

AUTOMATED DEEP OPERATIONS COORDINATION SYSTEM

6-30. The Automated Deep Operations Coordination System (ADOCS) is a joint mission management software application that provides horizontal and vertical integration across warfighting functions. The ADOCS is used in the SOFJFE as an application to view the COP, but it does not replace any ABCS component.

6-31. The CGRS, identified in Chapter 5, uses cells. The cells themselves are not FSCMs, airspace coordinating measures (ACMs), or maneuver control measures (MCMs), but simply a common reference system that complements joint fire support and airspace control systems and measures. CGRS cells, keypads, and quadrants corresponding to FSCMs, ACMs, and MCMs, depicted in ADOCS, can delineate control-and-coordination boundaries. The CGRS control measures may have altitudes associated with them. The CGRS can be a tool for rapid deconfliction during operations, such as SOF operating behind enemy lines.

6-32. In TSTs, the ADOCS provides horizontal coordination and deconfliction by viewing the COP (friendly and known enemy positions) in relationship to FSCMs, ACMs, and MCMs before clearing fires at the designated level. If a target is acquired and areas of intended attack are designated, they can be rapidly correlated to a specific cell location using CGRS. The identifying component can then establish appropriate control and coordinating measures, adding them into ADOCS to expedite and deconflict attacks with other components (such as opening or closing a cell as a kill box). Some situations warrant simultaneous joint

engagements within a single cell area. Control measures (such as informal airspace coordination areas with altitude separation) constructed appropriately allow for rapid coordination and deconfliction of combined arms attacks. ADOCS performance depends on the capabilities of the computer system running the software. Other software, such as e-mail, can run on the same computer with the ADOCS.

6-33. The ADOCS provides several tools and mission managers that enhance deep operations coordination:

- *Joint force operational environment coordination*—Provides airspace deconfliction, fires, and airspace planner; ACO visualization; mission manager; TST manager; limited and protected targets; and kill box management.
- *Targeting*—Provides radar exploitation, electronic intelligence display and analysis, digital mapping and imagery, terrain analysis, three-dimensional visualization, and mensuration request manager.
- *Time-sensitive targeting*—Provides horizontal coordination, weapon-target pairing, and deconfliction.
- *Fires management*—Provides fire mission manager, counterfire (artillery) COP, predictive BDA, coordination measure manager, and weapons location and status.
- *Air tasking order*—Provides theater-integrated database, mensuration target database, ATO planning manager, ATO execution manager, ATO change request manager, ATO visualization, and close air support manager.
- *Army aviation*—Provides aviation route planning and management, suppression of air defenses planner, airspace control requests, and ADOCS attack position analysis.

6-34. The command and control personal computer (C2PC) is employed in the operations section of a deployed force command element. Although it is not an ABCS, it provides the common operational and tactical picture through the use of common mapping, shared overlays, tracks, and joint standard land force symbols. Rapid and efficient dissemination of orders is in the form of OPORDs, overlays, tracks, and units. Interoperability with other systems, such as the Global Command and Control System, is maintained to ensure a common situational awareness of the battlefield.

Chapter 7
Intelligence Support

ARSOF commanders use the intelligence and electronic warfare (IEW) support system to provide accurate, detailed, and timely support to their forces. The IEW system consists of interconnected intelligence nodes from the national to the tactical level. It is flexible and responsive enough to support ARSOF commanders and their forces during their wide range of missions.

ARSOF commanders drive the IEW process by articulating their priority for the intelligence effort. Unit G-2s or S-2s satisfy the commander's IEW requirements by planning, directing, and coordinating for the provision of intelligence and counterintelligence (CI). Because organic assets are rarely sufficient, unit G-2s or S-2s rely heavily upon the TSOC J-2, the theater J-2, and JIC assets to meet intelligence needs.

ARSOF units are consumers and producers of intelligence. The nature of ARSOF missions often dictates a high degree of detail and accuracy. Conversely, ARSOF units, due to their specialized capabilities, can provide critical HUMINT for decision makers. See FM 3-05.102, *Army Special Operations Forces Intelligence*, for a detailed discussion of IEW support to ARSOF.

THREAT

7-1. Potential threat forces range from sophisticated, regular military forces and highly trained terrorists or paramilitary elements to relatively untrained and ill-equipped armed organizations. Emerging national and regional power groups and militant religious extremists increase the threat of terrorism, insurgency, instability, and subversion throughout the world. More countries are obtaining WMD and other sophisticated technical weaponry. In addition, the proliferation of information technology, the necessity to protect friendly IO, and the need to gain information dominance over the threat increase the challenges with which the IEW system must contend.

ARSOF INTELLIGENCE CRITERIA

7-2. ARSOF missions are intelligence-driven and intelligence-dependent. Intelligence products developed for ARSOF must be detailed, accurate, relevant, and timely. For example, infiltrating a building in a nonpermissive NEO requires exact information on its structure and precise locations of hostages or persons to be rescued. National- and theater-level intelligence products are often required at a lower echelon than is normally associated with support to conventional forces. They also may require NRT dissemination to the operator level.

7-3. ARSOF IRs are heavily mission- and situation-dependent. Because ARSOF missions may vary widely, the associated intelligence support requirements also may vary. Therefore, intelligence production for SOF requires a thorough understanding of SO requirements at the tactical level. It presents national and theater intelligence producers with unusual production and dissemination challenges.

7-4. The following variables can affect intelligence infrastructure requirements:

- Combat (nonpermissive) or cooperative noncombat (permissive) environments.
- Multinational, combined, joint, or unilateral operations.
- Force composition.
- Maritime or land-based operations.
- Mission duration.
- C2 elements and intelligence support facilities.
- Adversary capabilities, objectives, and operational concepts.

INTELLIGENCE CRITERIA FOR DIRECT MISSIONS

7-5. This set of criteria supports DA, SR, and CT missions. Because SOF missions applying direct military force concentrate on attacking or collecting information on critical targets, the information required is highly perishable, requires NRT reporting, and often requires special handling to protect sources.

7-6. SOF engaged in these missions depend on detailed and current target materials for mission planning and execution. SOF require extensive information from national, theater, and SOF-specific OB, threat installation and target assessment databases, files, studies, and open-source information. SOF require current intelligence updates on targets and target changes from assignment of the mission through planning, rehearsal, execution, and poststrike evaluation.

7-7. The basis for successful SOF mission planning is the target intelligence package (TIP) normally developed by the theater JIC or joint analysis center (JAC) (United States European Command [USEUCOM] only). TIPs must contain timely, detailed, tailored, and fused multisource information describing—

- The target description.
- The climate, geography, or hydrography.
- Demographic, cultural, political, and social features of the JSOA.
- The threat, including the strategy and force disposition of the military, paramilitary, or other indigenous forces, as well as any forces that endanger U.S. elements.
- Infiltration and exfiltration routes.
- Key target components, including lines of communication.
- Threat command, control, and communications.
- Threat information systems.
- Evasion and recovery information.

7-8. Current geospatial (imagery, mapping, and geodesy) products of the target and AO are an important part of any TIP. SOF elements in premission isolation use TIPs as primary intelligence resources. The TIPs help focus requests for intelligence information not covered or for data requiring further detail.

7-9. During all phases of these missions, SOF teams depend upon the timely reporting of detailed and highly perishable current intelligence related to their operational situation. They also require rapid, real-time or NRT receipt of threat warnings to enable them to react to changing situations and to ensure force protection.

7-10. Teams conducting missions are primary sources of intelligence for both SOF and conventional forces assigned to a theater or JTF. Preparation for missions requires that mission participants be aware of collection requirements and that procedures are established for reporting and dissemination.

INTELLIGENCE CRITERIA FOR INDIRECT MISSIONS

7-11. This set of criteria supports UW, FID, PSYOP, CAO, and security assistance, as well as ARSOF involvement in humanitarian assistance and disaster-relief operations. Intelligence required to support indirect missions may be more historical in nature and less perishable than that required for direct missions.

The intelligence may be unclassified, with much of it available in open-source formats. The emphasis is generally away from detailed, target-specific intelligence toward general military intelligence. Intelligence needs focus on leveraging the social, economic, political, and psychological conditions within a targeted country or area to U.S. benefit. Developing and maintaining good rapport with HN governments and indigenous population groups is essential to successful mission accomplishment. To establish that rapport, ARSOF Soldiers require extensive knowledge of the local populace and its culture, language, religion, and customs.

7-12. UW operations require extensive information on insurgent groups and their organization, location, and capabilities. UW also requires information on the presence and viability of subversive movements and military activity, as well as target-specific information. In addition, the information must describe the populace's likely response to government actions, thereby indicating the strength of potential local opposition to the foreign nation government.

7-13. ARSOF teams engaged in FID and FHA require detailed intelligence on the indigenous economic, social, and political structure and situation. Country or area studies are often invaluable sources of information. Such studies encompass a wide range of topics covering all aspects of a country and its populace. Many country or area studies are unclassified and are prepared using a variety of resources, including open sources. They normally include text, imagery, and mapping data.

7-14. PSYOP force HQ requires access to the national intelligence architecture to assess the impact of PSYOP properly. The PSYOP SSD at Fort Bragg, North Carolina, contains regional expertise and also needs such access. In addition, intelligence requirements for PSYOP are often nontraditional (indigenous newspaper distribution figures, emotions of local population to key communicators, and local media and advertising). The SSD products offer, to ARSOF commanders, useful military, sociological, and political intelligence, as well as valuable demographic data.

7-15. The CA country or area study includes information on civilian population density, configuration, protection, and probable routes and numbers of dislocated civilians projected over time. This study helps the commander accomplish a given mission while minimizing civilian interference, casualties, and collateral damage to the civilian populace, economy, or infrastructure. Additionally, CA information management capabilities develop and manage the civil COP and provide input to the supported commander's COP.

PRIMARY INTELLIGENCE TASKS

7-16. The following paragraphs describe the six primary military intelligence tasks that the ARSOF IEW team uses to support its commander's mission intelligence requirements.

FORCE PROTECTION

7-17. Force protection activities help the ARSOF commander recognize and counter threats to his forces. Force protection includes the monitoring of possible threat activity using all means available.

SITUATION DEVELOPMENT

7-18. Situation development results from collecting, analyzing, and processing information to compile an all-source intelligence product. The resulting product provides an estimate of the threat situation and its effect on the operational environment. This process allows the senior intelligence officer to brief the ARSOF commander, staff, and operators on current and predicted future actions in a designated AO.

TARGET DEVELOPMENT

7-19. Target development and support to targeting is very similar to situation development but is much more specific in scope. Target development results in an intelligence estimate. It is, however, focused on a GCC's or conventional force's designated point target nominated for deliberate interdiction. TIPs containing AO intelligence are detailed studies of specific targets within a designated JSOA. Accurate TIPs and target area situational updates are critical elements of the senior intelligence officer's estimate.

INDICATIONS AND WARNING

7-20. Indications and warning (I&W) measures monitor a wide range of threat activity and evaluate political, military, economic, or diplomatic actions. ARSOF units support the national I&W effort through the conduct of any of their core tasks. In addition, an ARSOF commander must have access to accurate and timely I&W reports to protect his forces.

INTELLIGENCE

7-21. Intelligence of the operational environment is an analytical methodology used to reduce operational uncertainties about the enemy, environment, and terrain. The commander analyzes this data in detail to determine the impact of the threat, terrain, and environment for a mission. Planners preferably present this data in a graphic form. Intelligence of the operational environment is a continuing process throughout the tactical decision-making process.

BATTLE DAMAGE ASSESSMENT

7-22. BDA is the timely and accurate estimate of damage from the application of military force, either lethal or nonlethal, against a predetermined objective. Although BDA is primarily intelligence-driven, it requires input and coordination from operators. ARSOF support BDA in physical damage, functional damage, and target system assessments.

THREAT CENTER OF GRAVITY ANALYSIS

7-23. The purpose of performing a threat COG analysis is to determine and evaluate the enemy's (and others') critical vulnerabilities (CVs) for exploitation (Figure 7-1). The results of COG analysis are later used during COA development to exploit identified vulnerabilities.

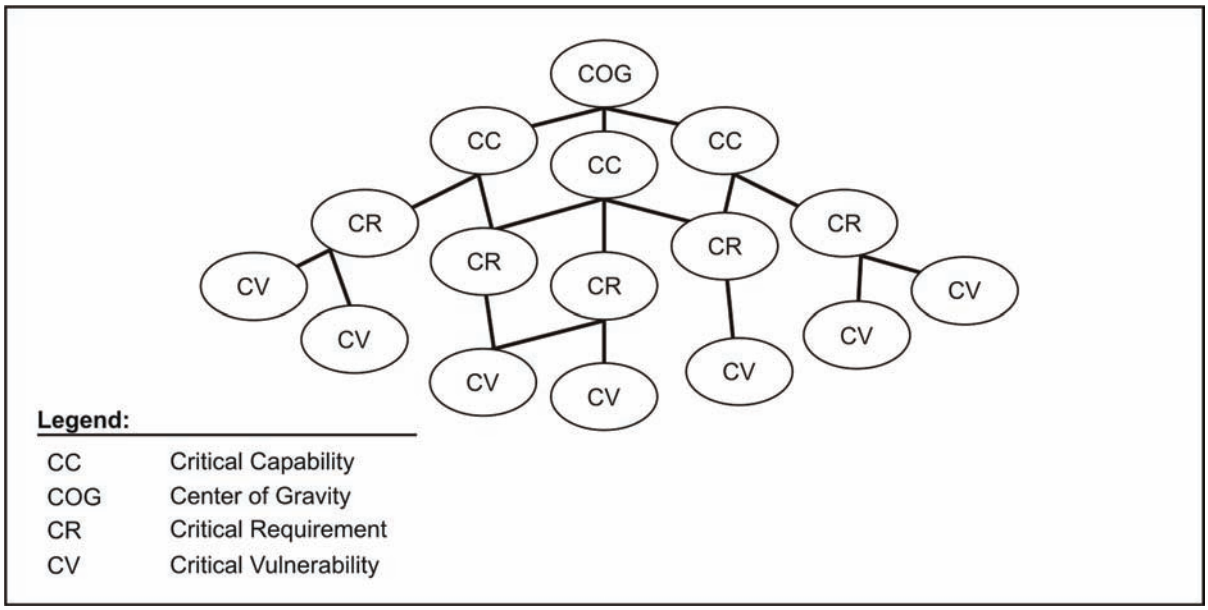

Figure 7-1. Link analysis

7-24. COG analysis key definitions include—

- *Center of gravity (COG):* Characteristics, capabilities, or sources of power from which a military force derives its freedom of action, physical strength, or will to fight. (JP 5-00.1, *Joint Doctrine for Campaign Planning*)
- *Critical capability (CC):* Adversary capabilities that are considered crucial enablers for the adversary's COG to function as such and are essential to the accomplishment of the adversary's assumed objectives. (JP 5-00.1)

- *Critical requirement (CR):* Essential conditions, resources, and means for a CC to be fully operational. (JP 5-00.1)
- *Critical vulnerability (CV):* Aspects or components of the adversary's CCs (or components thereof), which are deficient or vulnerable to neutralization, interdiction, or attack in a manner achieving decisive or significant results. (JP 5-00.1)

7-25. COG analysis steps are as follows:

- *Identify threat centers of gravity*. Visualize the threat as a system of functional components. Based upon the way the threat organizes, fights, and makes decisions, and upon its physical and psychological strengths and weaknesses, select the threat's primary source of moral or physical strength, power, and resistance. Depending on the level (strategic, operational, or tactical), COGs may be tangible entities or intangible concepts. To test the validity of COGs, ask the following question: Will the destruction, neutralization, or substantial weakening of the COG result in changing the threat's COA or in denying its objectives?
- *Identify critical capabilities.* Each COG is analyzed to determine what primary abilities (functions) the threat possesses in the context of the operational environment and friendly mission that can prevent friendly forces from accomplishing the mission. CCs are not tangible objects but rather are threat functions. To test the validity of CCs, ask the following questions:
  - Is the identified CC a primary ability in context with the given missions of both threat and friendly forces?
  - Is the identified CC directly related to the COG?
- *Identify critical requirements.* Each CC is analyzed to determine the conditions, resources, or means that enable threat functions or missions. CRs are usually tangible elements, such as communications means, weapons systems, geographical areas, or terrain features. To test the validity of CRs, ask the following questions:
  - Will the absence or loss of the identified CR disable the threat's CC?
  - Does the threat consider the identified CR to be critical?
- *Identify critical vulnerabilities.* Each CC is analyzed to determine which CRs, or components thereof, are vulnerable to neutralization, interdiction, or attack. A CV may be a tangible structure or equipment, or it may be an intangible perception, populace belief, or susceptibility. To test the validity of CVs, ask the following questions:
  - Will exploitation of the CV disable the associated CR?
  - Does the friendly force have the resources to impact the identified CV?
- *Prioritize critical vulnerabilities.* The criticality, accessibility, recuperability, vulnerability, effect, and recognizability (CARVER) method is a SOF methodology used to prioritize targets. The methodology can be used to rank-order CVs, thereby prioritizing the targeting process. The six criteria listed below are applied against each CV to determine the impact on the threat organization:
  - ***C****riticality*—Estimate of the CV's importance to the enemy. To what extent will the vulnerability influence the enemy's ability to conduct or support its operations?
  - ***A****ccessibility*—Determination of whether the CV is accessible to the friendly force in time and place. In other words, does the friendly force have the resources and capability to accomplish destruction or neutralization of the CV?
  - ***R****ecuperability*—Evaluation of how much effort, time, and resources the enemy must expend if the CV is successfully affected.
  - ***V****ulnerability*—Determination of whether the friendly force has the means or capability to affect the CV.
  - ***E****ffect*—Determination of the extent of the effect achieved if the CV is successfully exploited.
  - ***R****ecognizability*—Determination of whether the CV, once selected for exploitation, can be identified during the operation by the friendly force and be assessed for the impact of the exploitation.

ELECTRONIC WARFARE

7-26. The use of offensive or defensive EW methods can create a more secure environment and is a component of IO. The purpose of EW is to determine, exploit, disrupt, and deceive enemy C2 systems while protecting friendly use of the electromagnetic spectrum. EW is a combat multiplier and may be either defensive or offensive in nature. Defensive EW or electronic protection safeguards friendly communications systems. Offensive EW or electronic attack disrupts or intercepts hostile emitters using lethal (directed energy) and nonlethal (jamming) means. EW support gathers information by intercepting, locating, and exploiting threat communications and noncommunications emitters. The integrated use of EW throughout all phases of ARSOF operations is a critical component of both intelligence collection and combat power.

HUMAN INTELLIGENCE

7-27. HUMINT is derived from information collected and provided by human sources. HUMINT collection includes tactical reporting from combat units or by ARSOF operating in denied or politically sensitive areas. ARSOF units provide intelligence through area assessments, SR, and postoperational debriefing of units. HUMINT is often the only source that can satisfy critical ARSOF intelligence requirements, whether from overt or controlled sources. Information collected by HUMINT collection is often unavailable by technical means. HUMINT is particularly important during stability operations where detection of emerging threats often cannot be satisfied by other means. HUMINT operations normally require long lead times to train and rehearse, gain access to a target area, and begin collection. Although time- and resource-intensive, HUMINT may often be the key to ARSOF mission success.

COUNTERINTELLIGENCE

7-28. CI detects, identifies, assesses, counters, neutralizes, or exploits threat intelligence-collection efforts and capabilities. CI also assesses the supported unit's vulnerabilities to the threat and makes appropriate recommendations. It accomplishes these missions through investigations, collections, operations, analysis, liaison, surveys, and production. CI operations may involve direct or indirect engagement with foreign intelligence services through human sources, technical efforts, surveillance and countersurveillance, and threat vulnerability assessments. When authorized, CI personnel can conduct counterintelligence force protection source operations (CFSO) in support of deployed ARSOF.

7-29. Specially trained ARSOF personnel also have highly developed force protection skills. As in the case of CFSO, employing these skills requires approval and coordination through the TSOC J-2 and J-3.

NATIONAL-LEVEL INTELLIGENCE SUPPORT

7-30. National systems are important sources of intelligence for ARSOF elements. National sensors have a depth and breadth of coverage that allows them to see into denied or hostile areas where SOF operate. Consequently, they provide information available from no other intelligence source. ARSOF can often rely upon such systems to cover areas of interest early in crisis or contingency situations, when political sensitivities are high and SOF are the first or only military forces committed.

7-31. The primary sources of national-level intelligence support are the Defense Intelligence Agency, the National Security Agency, the National Geospatial-Intelligence Agency, and the Central Intelligence Agency. These organizations, along with the Service intelligence organizations, support theater task force operations. They provide substantive intelligence collection and exploitation assets, dedicated communications connectivity, personnel augmentation, and CI support. The focal point for national-level intelligence support to theater operations is through the supported GCC's JIC or JAC from the National Military Joint Intelligence Center.

THEATER INTELLIGENCE

7-32. The TSOC J-2 is the primary IEW mission tasker for theater SOF. He ensures IEW products are available to support each SOC mission tasking. He relies on the theater JIC or JAC and Service IEW

organizations to collect, produce, and disseminate intelligence to meet SOF needs. He validates, reconciles, consolidates, and prioritizes requirements to optimize collection and production efforts. The TSOC J-2 coordinates joint SO intelligence collection operations and the production and dissemination of TIPs to support SO targeting. He directs subordinate SOF units to collect and report information supporting the TSOC's intelligence needs. He also coordinates with the TSOC J-6 to obtain secure (sensitive compartmented information) voice and data communications with subordinate, supporting, and supported units. In some missions, a JSOTF is established, and, in those cases, the JSOTF J-2 functions in the same manner as the TSOC J-2.

CONNECTIVITY

7-33. All-source intelligence dissemination supporting joint operations at the national, theater, and JSOTF levels is via the JWICS and the Joint Deployable Intelligence Support System (JDISS). The JWICS is the sensitive compartmented information portion of the defense information infrastructure that permits information exchanges involving voice, text, graphics, data, and teleconferencing. The JDISS is a transportable workstation and communications suite that uses the JWICS network to extend intelligence support electronically to a JSOTF or other tactical user. For Army Service-unique intelligence connectivity, ARSOF units depend on the All-Source Analysis System until full end-to-end interoperability via JDISS is established.

THEATER JOINT INTELLIGENCE CENTER

7-34. The theater JIC and JAC (USEUCOM only) are the primary theater all-source analysis and production organizations. Theater national intelligence support teams attached to the JIC augment its analytical and production capability. The JIC supports a variety of customers from the national to the tactical level. It provides much of the intelligence production agency support needed for TIPs required for ARSOF missions identified in the joint SOF targeting cycle. The JIC should fully integrate PSYOP and CAO information into its all-source analytical and production effort.

7-35. The JIC normally collocates with the joint operations center. The center serves as the focal point for operational and intelligence support to crisis or contingency operations. It also is the primary theater interface with the National Military Joint Intelligence Center.

SPECIAL OPERATIONS COMMAND JOINT INTELLIGENCE CENTER

7-36. The Special Operations Command Joint Intelligence Center (SOCJIC) provides complementary SOF-unique intelligence support to all TSOCs upon request of the theater JIC. Specifically, its mission is to provide timely analysis, production, and dissemination of all-source, fused intelligence relating to SO, PSYOP, and CAO to—

- GCCs.
- TSOCs and supported commands.
- USSOCOM component commands and subordinate units.

7-37. In supporting this mission, the SOCJIC develops and disseminates specific written, imagery, and multimedia-tailored products. These products support current, general military, and operational intelligence, including threat analysis and assessment. It disseminates standardized, recurring products electronically via the Joint Deployable Intelligence Support System–Special Operations Command, Research, Analysis, and Threat Evaluation System (SOCRATES) (JDISS–S). The SOCJIC provides backup to the GCC's intelligence resources to satisfy SOF production requests. It responds to SOF tasking requirements that are validated by the theater but are beyond the capabilities of the theater JIC or JAC. It disseminates all intelligence products in the most expeditious manner, with JDISS–S the preferred medium. The SOCJIC augments JSOTFs, using its analysts and equipment operators and systems division support personnel. Because of limited personnel resources, requests for exercise and real-world support are considered on a case-by-case basis.

7-38. USSOCOM provides intelligence support to TSOCs from its SOCJIC and from deployable SOF intelligence support packages. USSOCOM deploys tailored packages of personnel, systems, and equipment to GCCs for DS to theater SOF. The personnel, systems, and equipment in these tailored packages achieve connectivity with the theater JIC for access to general military intelligence databases focused on the AO, plus other operational needs.

ARSOF INTELLIGENCE AND ELECTRONIC WARFARE TEAM

7-39. The ARSOF IEW team's organizations and roles are as varied as the units and missions they support. However, the basic attributes of quality intelligence—timeliness, relevance, accuracy, objectivity, and predictability—are common goals of all intelligence operations.

SPECIAL FORCES

7-40. SF have a robust, organic IEW support organization. At both group and battalion levels, staff elements (S-2s) and military intelligence detachments directly support their respective commanders. The six principal military intelligence elements that support the group are the all-source production section (ASPS), the collection management and dissemination (CM&D) section, the TCAE, the human intelligence analysis team (HAT), the imagery intelligence team (IIT), and the topographic support team. The ASPS, TCAE, HAT, IIT, topographic support team, and CM&D section receive and analyze intelligence produced by sources outside the groups (such as national sources, echelons-above-and-below-corps intelligence nodes, open sources, and other SOF elements).

7-41. Support operations teams A (SOTAs) are ground-based SIGINT teams that perform electronic support and are organic to the battalion military intelligence detachment. The SOTA mission is to monitor the electromagnetic spectrum in an SO environment to perform SR and to support force protection. This intercept and direction-finding capability gives the ARSOF commander a SIGINT collection asset that is directly responsive to his needs in understanding the operational environment.

7-42. CI agents conduct force protection for deployed forces and operational bases. Interrogation specialists conduct debriefings and interrogations to enhance the HUMINT collection effort.

7-43. SF units rely on attached USAF SO weather teams to provide valuable data on weather, climate, and light for SO planning. At the SFODA level, select SF personnel are formally trained in intelligence functions and roles. They perform intelligence collection, analysis, and production to support their team's varied missions.

RANGERS

7-44. The Rangers have an organic analysis capability. The regiment S-2 has OB technicians, analysts, and imagery specialists. It also has a CI element whose primary function is force protection. In addition to the regimental S-2 section, the Rangers have a military intelligence company under the Ranger Special Troops Battalion. Battalion S-2s have a limited capability. The concern of both S-2 elements is primarily analysis to support situation and target development and intelligence estimates. The Ranger Reconnaissance Company provides the commander a long-range reconnaissance capability, and the reconnaissance platoons in each battalion collect combat information to satisfy the Ranger commander's immediate intelligence needs.

SPECIAL OPERATIONS AVIATION

7-45. SOA's intelligence concerns are target-oriented and imagery-intensive. SOA requires detailed threat information along infiltration and exfiltration routes. SOA aircraft can also provide platforms to perform reconnaissance and surveillance in denied areas and provide imagery products for target development or intelligence of the operational environment.

PSYCHOLOGICAL OPERATIONS

7-46. PSYOP-organic IEW support assets provide similar products and support for their commanders, as do other IEW organizations. However, PSYOP intelligence needs are unique because they deal predominantly with a different environmental medium—people and the means by which they are informed. PSYOP organizations' intelligence requirements focus on the identity, location, and conditions of designated target audiences. PSYOP forces also require assistance in collecting impact indicators to assess the effectiveness of their effort. Deployed PSYOP elements, although not intelligence collectors, can supplement the intelligence effort since they are often in a favorable position to provide information due to the nature of their operations.

CIVIL AFFAIRS OPERATIONS

7-47. CA-organic IEW support assets provide similar products and support for their commanders, as do other IEW organizations. However, CA intelligence needs are unique because they deal predominantly with a different environmental medium—people and the means by which they are informed. Deployed CA elements, although not intelligence collectors, can supplement the intelligence effort since they are often in a favorable position to provide information due to the nature of their operations.

ARSOF INTELLIGENCE TRANSACTIONS

7-48. Figure 7-2 shows how intelligence flows between the national level and the deployed ARSOF. As shown, the JSOTF J-2 or TSOC is the primary support for ARSOF units for all theater-related requirements.

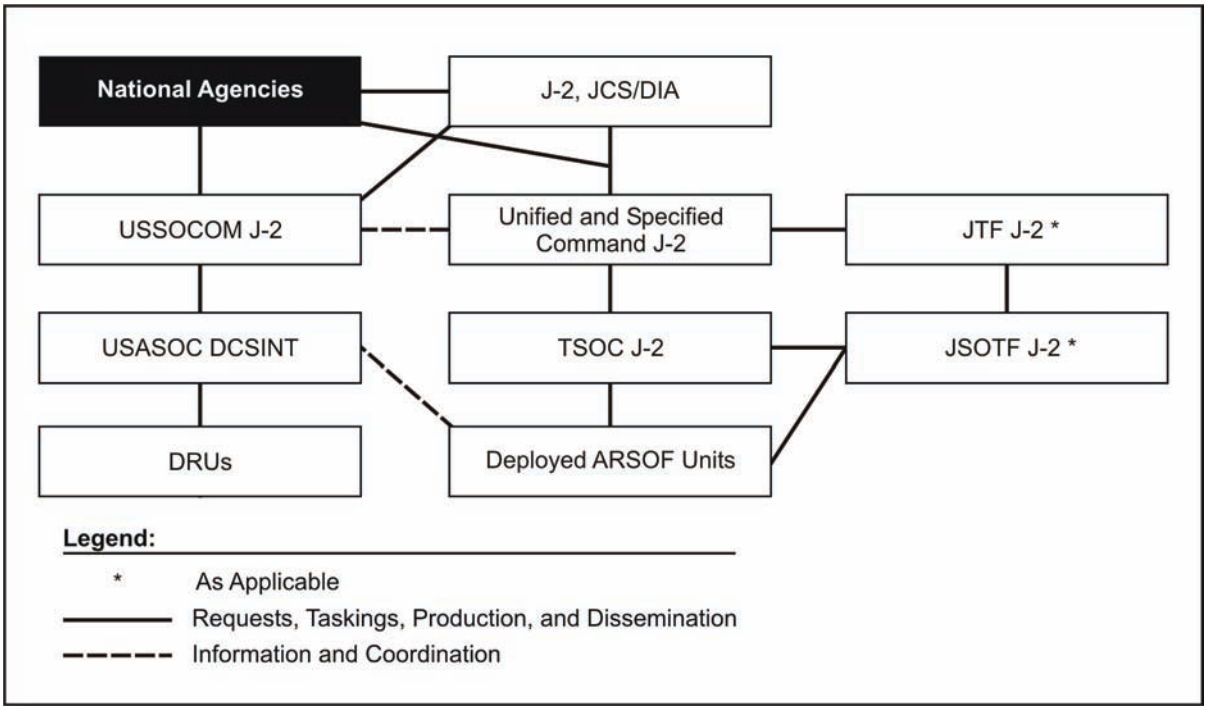

Figure 7-2. ARSOF intelligence transactions

7-49. USSOCOM and the theater commands it supports have agreements that authorize direct liaison between USASOC operational elements and the supported TSOCs for operational and exercise purposes. Organic S-2 organizations provide intelligence support to SF, Ranger, SOA, CAO, and PSYOP elements to battalion level. Their primary function is to process intelligence requests and to tailor and disseminate products produced at the joint force, theater, and national levels for SOF use. They then combine this tailored intelligence with tactical information collected by subordinates and develop fused current and

operational intelligence for the commander, staff, and operators. Critical to this process is the translation of operational requirements, articulated by tactical subordinates, into information and collection needs used to gather and analyze intelligence.

7-50. To ensure seamless reachback capability through JWICS, unit S-2s must aggressively coordinate with their staff counterparts and their units' communications elements. By ensuring interoperability within theater systems and access to national and Service-unique information sources, the commander will have the required intelligence support for the full range of ARSOF missions.

ARSOF UNMANNED AERIAL SYSTEMS

7-51. ARSOF units must have a thorough understanding of UASs, their capabilities, planning factors, and airspace deconfliction procedures. The use of UASs by ARSOF personnel in the performance of their core tasks provides substantial value-added by allowing penetration into denied areas while increasing force protection.

SPECIAL RECONNAISSANCE

7-52. When required, SOF personnel can transport Class II and Class III UASs into an AO. During the mission-planning phase of an operation, SOF personnel conduct a detailed analysis of the target to generate the UAS mission profile. This profile determines the following as a minimum: air platform route, launch and recovery points, SR location, required payload, flight time, weather, threat to platform, intelligence required, and transmittal method. The aspects of the UAS mission profile are briefed to all team members, and specific team responsibilities (pilot, mission commander, security, and intelligence collection or transmittal) are assigned to support the SR mission.

7-53. When planning is completed, the team and UAS may be delivered by air-insertion, man-packed, or ground-transported method, or otherwise delivered to a mission-support site. While in the mission-support site, the UAS can be configured by adding a mission-specific payload, such as the day camera or thermal imager, and the flight plan programmed into the operator control unit.

7-54. During mission execution, the UAS payload provides real-time video, audio, or other sensor data back to the team commander, who then has the option of forwarding images or other data back to the SF battalion or the SOTF. The commander can then retask the platform to look at other targets.

FORCE PROTECTION

7-55. In addition to SR missions, UASs may be employed as a security or force protection aid during mounted or dismounted movement. The UAS can be flown along a preset mission flight path ahead of the team's planned movement and can provide images of potential threats along the route—for example, mines, obstacles, enemy forces, and damage caused by nuclear, biological, and chemical contamination. Since the operator control unit can be viewed and flight route reprogrammed while on the move, the operator can continue to push the UAS ahead of the team's ground movement. This ability to program or update the route while on the move allows enhanced danger-area negotiation and alternate route reconnaissance.

Chapter 8
Logistics Support

The type of operation, the deployment sequence, unit basing, and the AOR shape the logistics environment for ARSOF. The common thread that runs throughout the environment is the problem of logistics integration and distribution to committed ARSOF.

A robust sustainment system that builds up over time into a mature logistics infrastructure characterizes a protracted major theater of war. When the theater support system is in place, it can meet most ARSOF requirements, except unique DS that ARSOF logistics elements must provide. ARSOF logistics planners must then concentrate on—

- *Initial entry*. They must determine the type of sustainment required, the number of days of accompanying supplies based on the TPFDL, and the ARSOF basing needs.
- *Buildup and integration*. They must coordinate and integrate ARSOF logistics with the theater support system before TPFDL closure and as it continues to mature. In some cases, the theater logistics infrastructure never achieves full maturity.
- *Redeployment*. As units start the redeployment phase, the ASCC ensures the remaining support units are tailored (HN or contract) to meet stay-behind ARSOF support requirements.

Each operation is unique and requires mission-specific analysis that develops a tailored sustainment force. Joint, international, and interagency activities add complexity to the sustainment system. Because of geographic location, ARSOF may conduct operations outside a theater support system. Preparing and submitting a statement of requirement (SOR) during these types of exercises can enhance the unit's requirements determination process and add a final coordination check to the theater OPLAN. For detailed information on ARSOF logistics, refer to FM 3-05.140 (currently published as FM 63-24).

PLANNING

8-1. Deliberate planning and crisis-action planning are the two methodologies used in planning military operations. In deliberate planning and preparation, ARSOF and the TSOC can fully identify support requirements in OPLANs and CONPLANs from a bare-base SOR down to the user level, based on an established set of planning assumptions. In this way, the ALE coordinates how to fulfill requirements from the support structure in the ASCC for Army-common items and services or to USSOCOM for SOF-peculiar items and services. In crisis-action planning and preparation, the requirements anticipated at the GCC level dictate the amount of responsiveness and improvising required to provide reactive, no-notice support and sustainment. Actual circumstances may dictate that preplanned requirements be modified to support new requirements that were unanticipated during the deliberate planning process.

8-2. During deliberate planning for a mission, the TSOC may use ARSOF (either in-theater or requested from USSOCOM) to assist the planning process by conducting assessments or site surveys. These missions can also serve ASCC preparations. When feasible, planners integrate these assessments into the theater campaign plan to provide intelligence, operational, and logistics information for logistics preparation of the theater.

8-3. The use of assessment teams may not be practical during crisis-action planning. When crisis-action planning occurs, the TSOC staff, with the ASCC, must anticipate the unified command's ARSOF support requirements. USASOC can deploy advance party personnel to assist the ASCC in receiving ARSOF and to establish access to the theater support structure.

8-4. The GCC establishes the command relationship involving ARSOF in his theater. However, the theater ASCC has Title 10 USC responsibility—regardless of OPCON arrangements within the unified command—to provide administration and support to deployed ARSOF. Also, when directed by the GCC, the ASCC supports and sustains designated SOF of other U.S. Services and other multinational SOF where the Army is the executive agent for logistics and contracting.

SUSTAINMENT BRIGADE (SPECIAL OPERATIONS) (AIRBORNE)

8-5. The SB(SO)(A) is an MTOE, deployable organization assigned to USASOC. When deployed, it is normally OPCON to the Sustainment Command (Theater) (SC[T]). The SB(SO)(A) acts as the single logistics command element for a JTF or a JSOTF. The SB(SO)(A) has the capability to provide technical control through the ASCs and ALEs to multiple SF group support battalions, the Ranger Regiment, CA, PSYOP, and the SOAR in planning and executing ARSOF logistics support and FHP. The SB(SO)(A) is designed to serve as an early-entry element to C2 up to one logistics battalion in support of a conventional force expansion in the theater of operations. The SB(SO)(A) serves as the primary logistics operator and advisor to the USASOC commander, mainly focused from operational to tactical logistical support. The SB(SO)(A) monitors and updates the logistical COP; synchronizes and manages maneuver sustainment and distribution operations; determines and anticipates maneuver sustainment requirements; and plans, coordinates, and synchronizes current and future sustainment operations for deployed ARSOF. The SB(SO)(A) provides oversight of materiel distribution management, synchronization, and integrated materiel management of property accountability, maintenance management, and logistics automation for deployed ARSOF units. The SB(SO)(A) also provides a logistical reachback capability to ARSOF through USSOCOM and USASOC when required. See Figure 3-10, page 3-16.

ARSOF LIAISON ELEMENT

8-6. ALEs are the ARSOF logistics support planning and coordination link between the GCC, the TSOC, and the ARSOF command structure. ALEs are not a source of supplies, funds, or augmentation personnel for logistics support. ALEs plan and coordinate with the ASCC, Sustainment Command (Expeditionary) (SC[E]), Sustainment Command (Theater) (SC[T]), SB(SO)(A), and apportioned ARSOF during deliberate and crisis-action planning. ALEs provide a logistics common operating picture (LCOP) that enables synchronized sustainment across the full range of military operations and serve as an advocate for ARSOF issues, including logistics support, FHP, and ARSOF signal requirements to the ASCC. On occasions when the ASCC is not involved in the operation or deployment of ARSOF, ALEs may be tasked to coordinate directly with foreign vendors, contingency contracting organizations, U.S. Embassies, and allied forces.

ARSOF SUPPORT CELL

8-7. The ASC is a task-organized deployable team (consisting of multifunctional logisticians) from within the SB(SO)(A) Distribution Management Center. The ASC coordinates and synchronizes the execution of logistics plans and Army common logistical support and FHP at critical nodes for combined or joint SOF at the operational echelon to meet valid SOF sustainment requirements. The SB(SO)(A) is capable of deploying two ASCs simultaneously.

GROUP SUPPORT BATTALION

8-8. The group support battalion (Figure 8-1) consists of a group support company and a group service support company. The group support battalion is multifunctional and provides logistical support to SFGs and attached units. The group support battalion ties together the entire sustainment spectrum of common-user and SOF-peculiar supplies, maintenance, and services. The group support battalion commander is the group commander's senior battle logistician and serves as the single logistics operator for support to the SFG. The group support battalion plans, coordinates, and executes logistical sustainment operations, and when directed will support forces attached or assigned to the JSOTF.

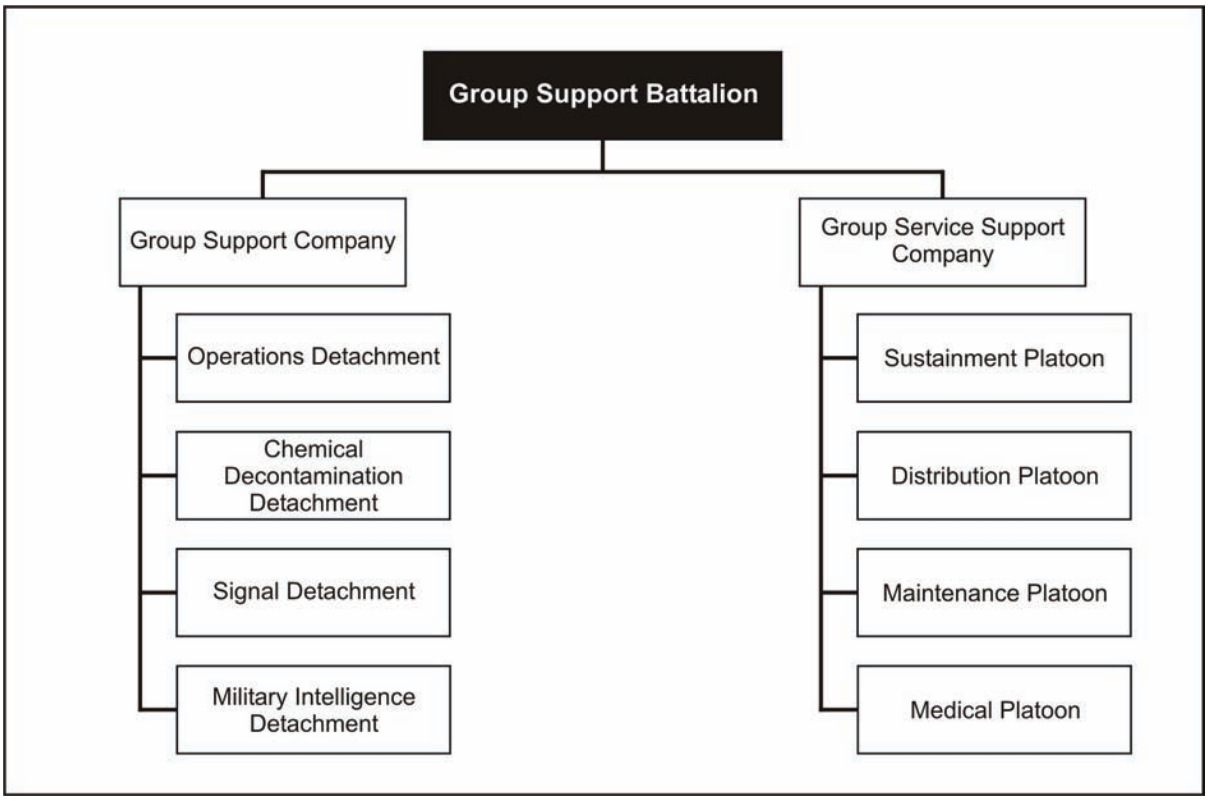

Figure 8-1. Special Forces group support battalion

GROUP SUPPORT COMPANY

8-9. The group support company provides support to the SFG. It has an HHC and operations, chemical decontamination, signal, and military intelligence detachments. The group support company supports the JSOTF and, when tasked, augments the battalion support companies when establishing SOTFs.

GROUP SERVICE SUPPORT COMPANY

8-10. The group service support company is a multifunctional logistics support company. It consists of an HHC and sustainment, distribution, maintenance, and medical platoons. The group service support company provides common-user and SOF-peculiar support for fuel, field feeding, bare-base support, ammunition holding, FHP, maintenance, limited transportation, aerial delivery, Classes I through IX supplies, and water production support for the SFG. The group service support company is independently deployable and is capable of providing common-user logistics support to a force package of approximately 2,200 personnel when combined with the logistics support capabilities within the SF battalions. For support to progressively larger-sized SOF packages, in multiple locations, the battalion requires augmentation from the ASCC and the SC(T).

BATTALION SUPPORT COMPANY

8-11. The battalion support company (Figure 8-2) provides routine administrative and logistics support to the SF battalion HQ detachment, the company's organic or attached elements, and the SOTF support centers and signal centers. The battalion support company commander is the senior logistics commander at battalion level. When the battalion establishes a SOTF, the battalion support company normally serves as the support center. It is responsible for executing the logistics plan IAW the battalion commander's guidance as developed by the battalion S-1 and logistics officer (S-4). The battalion support company responds directly to the battalion executive officer, who serves as the battalion logistics integrator and assists the battalion S-1 and S-4 in logistics synchronization and troubleshooting. The battalion support company is assigned to or is organic to the SF battalion, and it coordinates with the group support battalion to provide logistics support to the battalion.

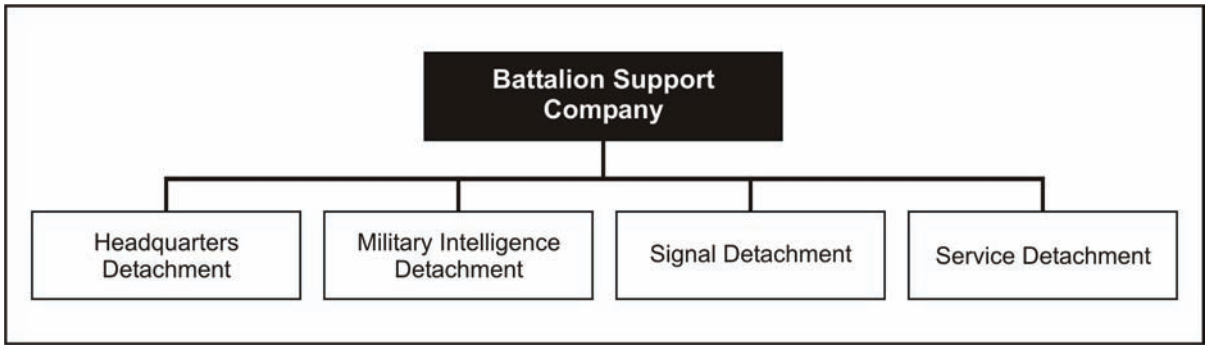

Figure 8-2. Special Forces battalion support company

RANGER BATTALION SUPPORT COMPANY

8-12. Each Ranger battalion (Figure 8-3) has a Ranger support company. The Ranger support company provides direct logistics support and sustainment of Ranger operations. It also provides logistics and FHP to other forces' operations as directed. The Ranger support company can organize and rapidly deploy all of its assets to provide logistics support to a battalion and the regimental HQs.

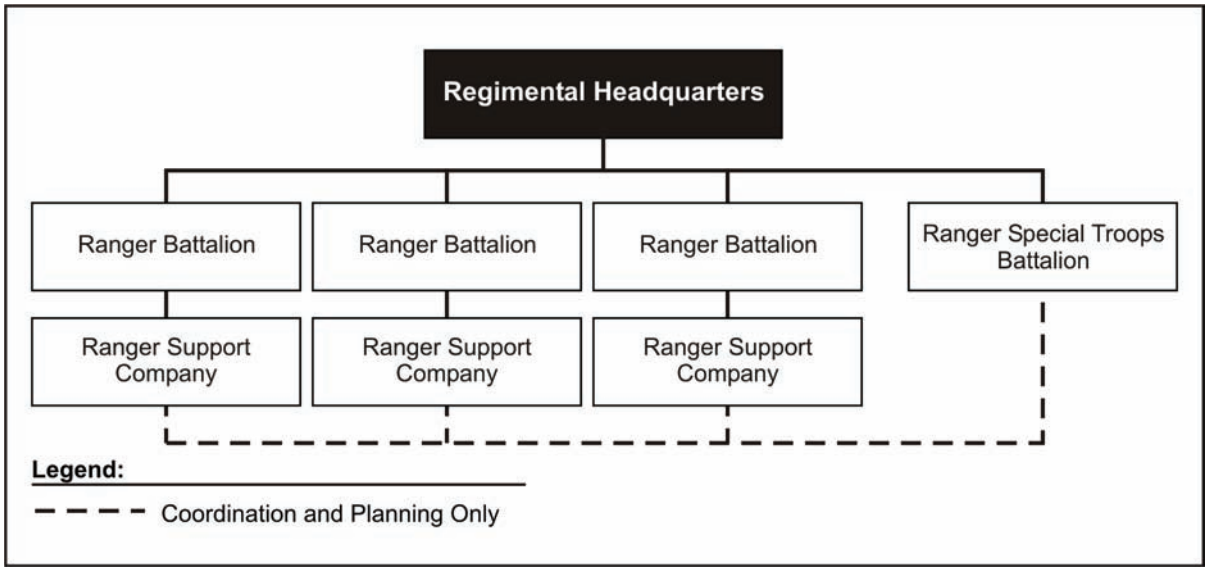

Figure 8-3. Ranger regiment logistics companies

8-13. Each Ranger support company is assigned to and collocated with a specific Ranger battalion. All unit training is fully supported logistically by the Ranger support companies.

RANGER SPECIAL TROOPS BATTALION

8-14. The Ranger Special Troops Battalion (Figure 8-4) provides staff planning and supervision for the all logistics within the regiment. The Ranger support operations detachment provides planning to the Ranger support companies when the establishment of up to three logistical operating locations is directed.

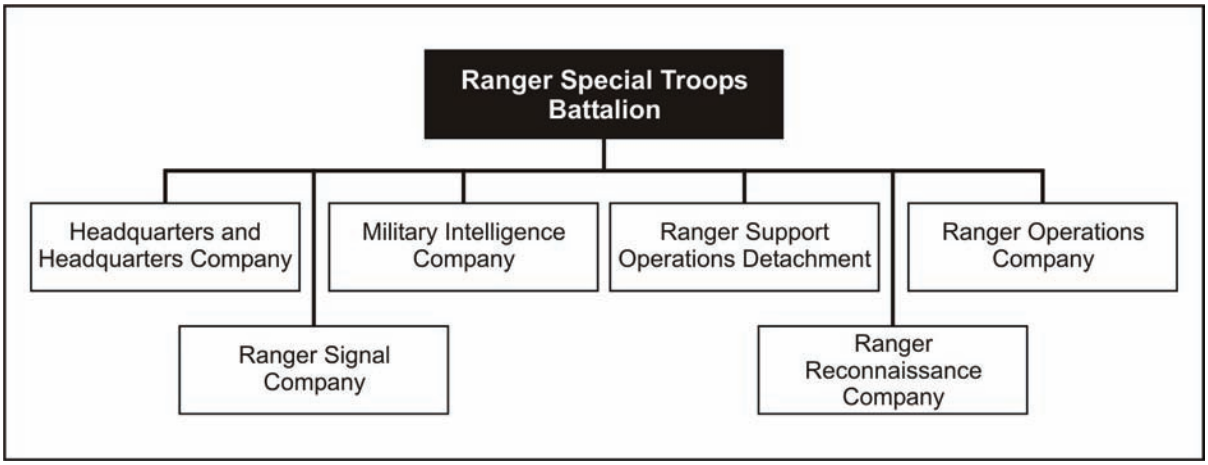

Figure 8-4. Ranger Special Troops Battalion

RANGER SUPPORT OPERATIONS DETACHMENT

8-15. The Ranger support operations detachment provides centralized, integrated, and automated control for all logistics operations within the regiment. It has the capability to synchronize and provide oversight to the three Ranger battalion support companies for sustainment of the regiment and other SOF as directed. It also has the capability and expertise to integrate its logistics support into the ASCC logistics structure. The Ranger support operations detachment provides input and feedback to the battalion S-1 and S-4 for planning and coordination and provides a LCOP to the battalion commander. It also provides maintenance and property book officer support to the regimental HQ.

PSYCHOLOGICAL OPERATIONS

8-16. PSYOP units derive logistics support for operational elements from the ASCC. Tactical PSYOP forces are attached to the forces they support. Therefore, in a mature theater, they receive all common user logistics support from the supported unit. Support for PSYOP-specific items is coordinated through the POTF or the PSE ALE.

8-17. When PSYOP forces are attached to a SOTF or a CJSOTF with SF or Ranger logistical organizations, the SFG support battalion or the Ranger regiment support company is the primary common-user logistical provider for deployed PSYOP forces. Requirements are coordinated through the ALE, to the Army SC(T), and by reachback to the SB(SO)(A).

8-18. PSYOP units have no organic FHP assets. They are entirely dependent upon the supported unit and ASCC for all aspects of FHP.

CIVIL AFFAIRS

8-19. CA units derive logistics support for operational elements from the ASCC. Tactical CA forces are attached to the forces they support. Therefore, in a mature theater, they receive all common-user logistical support from the supported unit. Support for CA-specific items is coordinated through the ALE.

8-20. When CA forces are attached to a SOTF or a CJSOTF with SF or Ranger logistical organizations, the SFG support battalion or the Ranger regiment support company is the primary common-user logistical

provider for all deployed SOF, including ARSOF CA, by coordinating requirements through the ALE, to the geographic theater sustainment command, and by reachback to the SB(SO)(A). The SF or Ranger logistical organizations are joint- and multinational-capable. They can accept augmentation of, and employ, common-user logistical assets from ARSOF and other services and nations and can integrate their capabilities into a cohesive plan that supports the commander's operational concept. When ARSOF are assigned to a SOTF or a CJSOTF, they provide their organic support packages for Service-specific and common logistical support.

AVIATION

8-21. SC(T) and ARSOF logistics support organizations and procedures are normally adequate for SOA requirements. Standard procedures are in place to handle the few SOA-peculiar requirements. The ASCC is responsible for reception, staging, onward movement, and integration (RSOI) and follow-on support and sustainment of in-theater ARSOF, including SOA. The ASCC is responsible for SOA intermediate staging bases. SOA has some key differences that impact on the type of support required for RSOI and sustainment.

8-22. When SOA forces are attached to a SOTF or a CJSOTF with SF or Ranger logistical organizations, the SFG support battalion or the Ranger regiment support company is the primary common-user logistical provider for all deployed SOF, including SOA. Requirements are coordinated through the ALE, to the geographic theater sustainment command, and by reachback to the SB(SO)(A). The SF and Ranger logistical organizations are joint- and multinational-capable. They can accept augmentation of, and employ, common-user logistical assets from other Services and nations and can integrate their capabilities into a cohesive plan that supports the commander's operational concept. When ARSOF are assigned to a JSOTF or a CJSOTF, they provide their organic support packages for Service-specific and common logistical support.

8-23. The 160th SOA(A) is assigned flight surgeons, physician assistants, several SO combat medics (also qualified as flight medics), and a clinical psychologist or psychiatrist. SOA is dependent upon the theater FHP assets for Echelon II and above support.

DEVELOPED THEATER LOGISTICS

8-24. In a developed theater, the ASCC establishes a logistical structure within the theater that provides sustainment operations in support of ARSOF. Pre-positioned war reserve materiel stock and operational project stocks are in place, and foreign nation support (FNS) agreements exist. The ARSOF logistical force structure has the mechanisms to "plug in" all joint and Army logistical and sustainment structures required for replenishment operations. It uses the same emerging technologies and support concepts as joint and Army forces.

UNDEVELOPED THEATER LOGISTICS

8-25. An undeveloped theater does not have a significant U.S. theater sustainment base. Pre-positioned war reserve materiel stock, in-theater operational project stocks, and FNS agreements are minimal or nonexistent. When an ARSOF unit deploys into an undeveloped theater, it must have sufficient resources to survive and operate until the SC(T) establishes a bare-base support system or makes arrangements for HN and third-country support. The bare-base support system may function from CONUS, afloat (amphibious shipping or mobile sea bases), or at a third-country support base. The bare-base support system relies heavily upon strategic airlift or sealift for resupply.

8-26. Deployed SOF units in an undeveloped theater may have to bypass normal logistics support echelons. They may maintain direct contact with their parent units in CONUS, or they may request a tailored support package from the SB(SO)(A) to accompany them into the theater. The SB(SO)(A) can then request directly from the CONUS wholesale logistics system and provide support and sustainment to the SOF units. They may also rely on ASCC's contracting and CA expertise to obtain support and sustainment. In practice, the solution may be some combination of all options.

HOST-NATION SUPPORT

8-27. OCONUS military operations are often affected by agreements between the United States and the HNs, and other nations if the United States participates as a member of a multinational organization. These international agreements address a wide range of issues, such as legal jurisdiction involving crimes committed by U.S. personnel and the hiring of HN personnel to support an operation. International agreements can also influence the extent that contracting is used in support of military operations, since agreements determine a contractor's tax status, freedom of movement, immunities, and customs requirements. These are all important considerations when deciding whether to employ contractors.

8-28. The effect that international agreements might have on contracting support in a particular theater of operations must be considered during any operational planning. Because these agreements vary from nation to nation, planners must coordinate with their servicing command or theater legal activity to determine if any agreements apply to the AO and if they would affect contracting support. Typically, international agreements that impact contracting support do so in terms of directing the use of host-nation support (HNS) before contracting with commercial firms, or restricting the commercial firms that can be contracted with. In some cases, international agreements may prohibit any contracting in a specified country or region.

8-29. The following factors limit the commander's use of contracting support:

- HNS, contingency contracting, and logistics civilian augmentation program (LOGCAP) supplement do not replace the existing logistics systems.
- The lack of any U.S. international agreements—such as HNS, inter-Service, status-of-forces, and other authoritative agreements in the theater of operations or specific provisions in applicable agreements—may limit the contracting officer's ability to satisfy some requirements.
- Commanders must deploy contract law attorneys early to conduct legal review of procurements.
- U.S. public laws and the Federal acquisition regulation, the Defense Federal acquisition regulation supplement, and the Army Federal acquisition regulation supplement are not revoked or suspended by contingencies unless specifically exempted. Acquisition personnel must, therefore, comply with Federal law and applicable regulations in contingency contracting.
- Contracting, finance, and resource management remain Service responsibilities.

CONTRACTORS IN SUPPORT OF ARSOF

8-30. Contractors will play an increasing role in the development of theaters in which ARSOF operate. Contracting logistics support and FHP to ARSOF throughout the range of military operations may be an integral part of the overall process used to obtain supplies, services, and construction in support of projected and current operations. Contingency contracting responsively, effectively, and legally secures the supplies, services, and construction necessary to support missions of a deployed force. Contractors and their services in support of these missions fall into three basic categories: theater support contractors, external support contractors, and systems support contractors.

THEATER SUPPORT CONTRACTORS

8-31. Theater support contractors support deployed operational forces under prearranged contracts, or contracts awarded from the mission area, by contracting officers serving under the direct contracting authority of the theater principal assistant responsible for contracting (PARC). Theater support contractors provide goods, services, and minor construction, usually from the local vendor base, to meet the immediate needs of operational commanders. Immediate contracts involve deployed contracting officers procuring goods, services, and minor construction, usually from the local vendors or nearby offshore sources, immediately before and during the operation itself. Theater support contracting occurs IAW the PARC's theater contracting plan (an appendix to the OPLAN or OPORD), which governs all procurement of goods, services, and minor construction within the AO.

EXTERNAL SUPPORT CONTRACTORS

8-32. External support contractors provide support for deployed operational forces and are separate and distinct from theater support or systems support contractors. Contracts may be prearranged or awarded during the contingency itself to support the mission.

8-33. Contracting officers who award and administer external support contracts retain unique contracting authority from organizations other than the theater PARC or systems offices under a program manager, a program executive officer, or the United States Army Materiel Command (USAMC). The USAMC, for example, provides commercial depot support through contracts awarded by its commodity commands. Other organizations that provide external support contractors include the following:

- LOGCAP Office, through the logistics support elements, administers the prearranged umbrella contract, commonly referred to as LOGCAP.
- United States Transportation Command, which provides Civil Reserve Air Fleet and commercial sealift that support the theater.
- United States Army Corps of Engineers (USACE), which procures leased real property and real estate.

8-34. The LOGCAP Office's umbrella contract, activated only upon the approval of the Deputy Chief of Staff for Logistics (G-4), supports contingency operations and is administered through the in-theater logistics support element. These organizations retain contracting authority for those specific functions from their parent commands. Commanders and their staffs include these commands in their mission planning, and each should include support appendixes in the applicable staff section annex to the OPLAN or the OPORD. For example, the staff engineer coordinates USACE procurement of real property and real estate; the joint force transportation planner coordinates with the United States Transportation Command to monitor its assets. External support contractors establish and maintain liaison with the theater PARC as they conduct their unique support missions. They procure goods and services they require within the theater IAW the PARC's theater contracting plan, published in the OPLAN or the OPORD.

SYSTEMS SUPPORT CONTRACTORS

8-35. Systems support contractors support deployed operational forces under prearranged contracts awarded by program managers, program executive officers, and USAMC to provide specific materiel systems throughout their life cycle. This support is conducted during both peacetime and contingency operations. These systems include, but are not limited to, vehicles, weapon systems, aircraft, C2 infrastructure, and communications equipment.

LOGISTICS SUPPORT REQUIREMENTS

8-36. The ARSOF commander, upon receipt of his mission, must determine the logistics support requirements necessary to achieve mission success. The decision-making map in Figure 8-5, page 8-9, assists the commander and his staff in acquiring their logistics support and services.

CONTRACTOR SECURITY REQUIREMENTS

8-37. The nature of the contingency operation determines security requirements for the contractor's operation and personnel. Even humanitarian operations require security arrangements. As the possibility of hostilities increases, contractor security must likewise increase.

8-38. Provisions of the law of war do not consider contractor personnel and DOD civilians as combatants. To facilitate their movement and to dictate the type of treatment they should be rendered if captured, contractor and DOD civilian personnel should be issued identification cards that correctly identify them as civilians accompanying an armed force. Commanders must provide security to contractors who support their operations, or eliminate the use of contractor support as an option in areas where security becomes an issue.

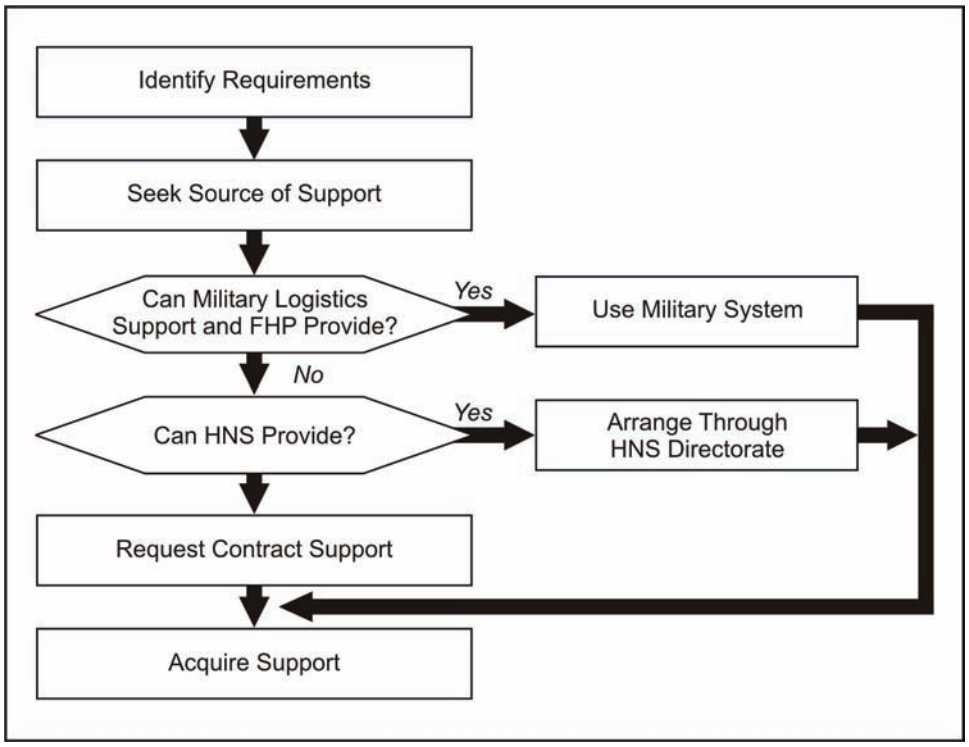

Figure 8-5. Decision-making map

STATEMENT OF REQUIREMENT

8-39. A critical source of information the ASCC needs in its coordination and facilitation functions is the SOR provided by the ARSOF units. The TSOC J-4 and other logistics staffs must be proactive and be included in the mission-planning process. The logistics planners must anticipate operational unit requirements at all stages of the mission. Ideally, the J-4 uses the ASCC OPLAN in preparing its CONPLAN for inclusion in the mission order. This approach allows theater support elements time to review required support before the SOF mission unit submits its mission-tailored SOR. This review is especially critical in crisis-action planning and short-notice mission changes.

8-40. The SOR is a living document that requires periodic reevaluation and updating as requirements change. Determination of requirements begins with the receipt of the mission. Figure 8-6, page 8-10, depicts the SOR flow. Time and accuracy are critical factors. Although deliberate planning is the preferred method, crisis-action planning is within the framework. The key is to anticipate requirements based on emerging operations and then to use approved OPLANs.

8-41. The intent of the SOR process is to identify logistics needs early in the planning cycle. The unit or task force coordinates through its higher HQ operations and logistics staff to provide the USASOC Deputy Chief of Staff for Operations (DCSOPS) an initial list of requirements. USASOC DCSOPS tasks the G-4 to source all requirements as follows:

- When an ARSOF unit receives a mission, it updates the standing SOR developed during the deliberate-planning process. The ARSOF commander uses this SOR to cross-level supplies needed at the assigned mission-unit level. The SOR identifies and consolidates in priority all unit requirements that exceed organic capabilities. The mission unit forwards it to the next-higher organization.
- At the next-higher level, the SOR starts the process into the operational channels (S-3, G-3). The operations and logistics sections review the SOR and direct or assist cross-leveling and transfer of needed items in the most expeditious way possible. This staff level then forwards the SOR to the next-higher level for any supplies and services still remaining on the SOR.

- Any supplies and services still not resourced on the SOR are again passed up the chain. This level forwards an SOR requesting only the supplies and services not previously obtained.
- At the next level (USASOC), the requirements that can be obtained within USASOC are coordinated and transferred. USASOC coordinates with HQ, Department of the Army; Army Materiel Command (subordinate commands); and other agencies and commands to source all requirements.
- To complete the SOR process, USASOC forwards unsatisfied support requirements (two copies of the SOR—one to the TSOC and the other to the ASCC for information pending validation) to the TSOC for validation. The TSOC coordinates with the ASCC for the needed supplies and services.
- The ASCC then tasks the assigned units the sustainment mission. The ASCC publishes a support plan detailing how the ARSOF unit will be supported. If the ASCC cannot sustain or if a sister Service is better suited to sustain the ARSOF mission, the ASCC forwards the SOR to the GCC for assistance.
- The development and coordination of a unit SOR is a dynamic process that occurs at multiple echelons concurrently. ARSOF develop a formal SOR to support theater deliberate planning and contingency operations and then forward the document to the TSOC for validation. However, the SOR is often a living document that requires frequent revision. Given the fluid nature of theater planning, the TSOC and ASCC may begin coordinating new ARSOF requirements before receipt of a validated revision of the SOR.

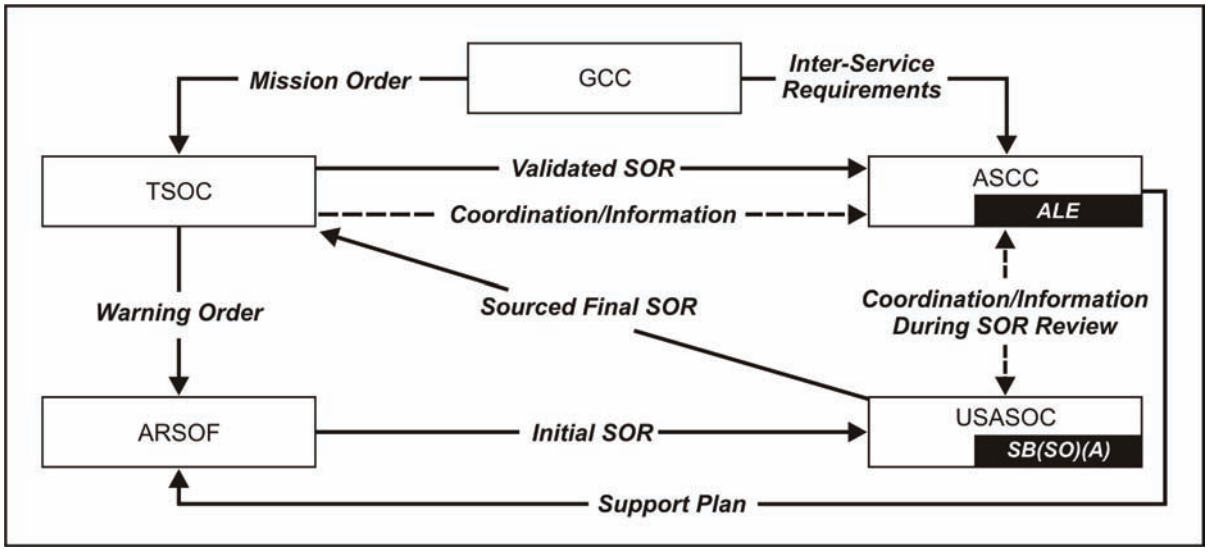

Figure 8-6. SOR flow once SOF unit receives mission

ARSOF LOGISTICS SUPPORT EXECUTION

8-42. Conventional logistics support organizations and procedures are adequate for ARSOF requirements. Standard procedures are in place to handle the few ARSOF-peculiar requirements. The ASCC provides RSOI and follow-on support and sustainment of in-theater Army forces, including ARSOF. The ASCC also provides support to Army forces in intermediate staging bases. ARSOF have some key differences that affect the type of support required for RSOI and sustainment. The following conditions occur often enough that they must receive special consideration during logistics planning:

- Forward-deployed ARSOF units are usually in isolated and austere locations. Distribution is the key consideration.
- Some special equipment exists; however, most equipment is Army-common, and organic ARSOF assets can maintain that equipment.

8-43. Responsibilities for planning and executing theater support do not align with the levels of war or with the HQ normally associated with them. The ASCC provides the necessary capability for the Army forces assigned to a unified command.

8-44. The GCC supports SOF in his AOR. The ARSOF logistics planners identify the support requirements in the planning phase. The ASCC must also identify the logistics shortfalls for inclusion in the GCC's risk assessment in his AOR. If the ASCC cannot support ARSOF, the ASCC must raise the shortfall to the supported GCC for resolution.

8-45. The TSOC tasks missions to ARSOF. The TSOC works closely with the unified command staff and the ASCC to articulate the ARSOF requirements. The GCC establishes priorities and allocates the available resources to ARSOF to accomplish each mission. The ASCC develops the theater support plan, which includes sustainment of ARSOF by the theater logistics organizations. The TSOC then monitors in-theater ARSOF sustainment.

8-46. The TSOC, ALE, and ARSOF support cell logisticians coordinate with the ASCC to develop plans and subsequent orders to implement directives the ASCC will issue to support the ARSOF assigned to the unified command. The TSOC advises the ASCC commander on the appropriate command and support relationships for each ARSOF mission. The ALE keeps USASOC informed of the status of ASCC's supporting plans.

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AAGS	Army air-ground system
ABCS	Army Battle Command System
ACM	airspace coordinating measure
ACMREQ	airspace control means request
ACO	airspace control order
ACUS	area common user system
ADCON	administrative control
ADOCS	Automated Deep Operations Coordination System
AFATDS	Advanced Field Artillery Tactical Data System
AFSOA	Air Force Special Operations Aviation
AFSOF	Air Force special operations forces
AGM	attack guidance matrix
ALE	Army special operations forces liaison element
AMDWS	Air Missile Defense Work Station
AO	area of operations
AOR	area of responsibility
ARFOR	Army forces
ARNG	Army National Guard
ARSOA	Army special operations aviation
ARSOF	Army special operations forces
ASAS	All Source Analysis System
ASC	Army special operations forces support cell
ASCC	Army Service component command
ASK	Asymmetrical Software Kit
ASOC	air support operations center
ASPS	all-source production section
ATO	air tasking order
BCS3	Battle Command Sustainment Support System
BCT	brigade combat team
BDA	battle damage assessment
BDOC	base defense operations cell
BTB	Brigade Troops Battalion
C2	command and control
C2PC	command and control personal computer
CA	Civil Affairs
CAA	command arrangement agreement

CACOM	Civil Affairs Command
CAO	Civil Affairs operations
CAPT	Civil Affairs planning team
CARVER	criticality, accessibility, recuperability, vulnerability, effect, and recognizability
CAT	Civil Affairs team
CBRN	chemical, biological, radiological, and nuclear
CC	critical capability
CCDR	combatant commander
CDRJSOTF	Commander, Joint Special Operations Task Force
CDRTSOC	Commander, Theater Special Operations Command
CDRUSSOCOM	Commander, United States Special Operations Command
CE	communications-electronics
CFSO	counterintelligence force protection source operations
CGRS	Common Grid Reference System
CI	counterintelligence
CI/FP	counterintelligence/force protection
CIM	civil information management
CJCS	Chairman of the Joint Chiefs of Staff
C/J/POTF	combined joint Psychological Operations task force
CJSOTF	combined joint special operations task force
CJTF	commander, joint task force
CM&D	collection management and dissemination
CMO	civil-military operations
CMOC	civil-military operations center
CMOTF	civil-military operations task force
CNO	computer network operations
CNR	combat net radio
COA	course of action
COCOM	combatant command (command authority)
COG	center of gravity
COIN	counterinsurgency
CONOPS	concept of operations
CONPLAN	concept plan
CONUS	continental United States
COP	common operational picture
CP	counterproliferation
CR	critical requirement
CRD	chemical reconnaissance detachment
CRP	communications relay package
CSAR	combat search and rescue

CT	counterterrorism
CV	critical vulnerability
DA	direct action
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS	Deputy Chief of Staff for Operations
DIA	Defense Intelligence Agency
DOD	Department of Defense
DOTD	Directorate of Training and Doctrine
DRU	direct reporting unit
DS	direct support
DSN	Defense Switched Network
DTSS–D	Digital Topographic Support System–Deployable
EBA	effects-based approach
e-mail	electronic mail
EMS	electronic maintenance shop
EW	electronic warfare
FBCB2–BFT	Force XXI Battle Command Brigade and Below–Blue Force Tracking
FHA	foreign humanitarian assistance
FHP	force health protection
FID	foreign internal defense
FM	field manual
FNS	foreign nation support
FSC	Forward Support Company
FSCM	fire support coordinating measure
FY	fiscal year
G-1	Deputy Chief of Staff for Personnel
G-2	Deputy Chief of Staff for Intelligence
G-3	Deputy Chief of Staff for Operations and Plans
G-4	Deputy Chief of Staff for Logistics
G-6	Deputy Chief of Staff for Command, Control, Communications, and Computer Operations
G-7	Deputy Chief of Staff for Information Operations
G-9	Deputy Chief of Staff for Civil-Military Operations
GCC	geographic combatant commander
GCCS–A/J	Global Command and Control System–Army/Joint
GIG	Global Information Grid
GS	general support
HAT	human intelligence analysis team
HF	high frequency
HHC	headquarters and headquarters company
HN	host nation

HNS	host-nation support
HPT	high-payoff target
HPTL	high-payoff target list
HQ	headquarters
HUMINT	human intelligence
I&W	indications and warning
IAW	in accordance with
IDAD	internal defense and development
IEW	intelligence and electronic warfare
IGO	intergovernmental organization
IIT	imagery intelligence team
IMETS–L	Integrated Meteorological System–Light
INMARSAT	international maritime satellite
IO	information operations
IR	information requirement
ISOCA	improved special operations communications assemblage
ISOFAC	isolation facility
J-2	Intelligence Directorate
J-3	Operations Directorate
J-4	Logistics Directorate
J-5	Plans Directorate
J-6	Command, Control, Communications, and Computer Systems Directorate
JAC	joint analysis center
JACE	joint air coordination element
JAOC	joint air operations center
JCCC	joint communications control center
JCET	joint combined exchange training
JCMOTF	joint civil-military operations task force
JCS	Joint Chiefs of Staff
JDISS	Joint Deployable Intelligence Support System
JDISS–S	Joint Deployable Intelligence Support System–Special Operations Command, Research, Analysis, and Threat Evaluation System (SOCRATES)
JFACC	joint force air component commander
JFC	joint force commander
JFE	joint fires element
JFLCC	joint force land component commander
JFSOC	joint force special operations component
JFSOCC	joint force special operations component commander
JIC	joint intelligence center
JIIM	joint, interagency, intergovernmental, and multinational
JOA	joint operations area

JOPES	Joint Operation Planning and Execution System
JP	joint publication
JPOTF	joint Psychological Operations task force
JSCP	Joint Strategic Capabilities Plan
JSOA	joint special operations area
JSOAC	joint special operations air component
JSOACC	joint special operations air component commander
JSOAD	joint special operations aviation detachment
JSOTF	joint special operations task force
JTAC	joint terminal attack controller
JTCB	joint targeting coordination board
JTF	joint task force
JTRS	joint trunk radio system
JWICS	Joint Worldwide Intelligence Communications System
LCOP	logistics common operating picture
LNO	liaison officer
LOGCAP	logistics civilian augmentation program
MCM	maneuver control measure
MCS	maneuver control system
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MTOE	modified table of organization and equipment
NAVSOA	Navy Special Operations Aviation
NAVSOF	naval special operations forces
NCO	noncommissioned officer
NEO	noncombatant evacuation operation
NGO	nongovernmental organization
NIPRNET	Non-Secure Internet Protocol Router Network
NRT	near-real-time
NSL	no-strike list
NSWTG	naval special warfare task group
NSWTU	naval special warfare task unit
OB	order of battle
OCONUS	outside the continental United States
OGA	other government agency
OPCEN	operations center
OPCON	operational control
OPE	operational preparation of the environment
OPLAN	operation plan
OPORD	operation order
PA	public affairs

PARC	principal assistant responsible for contracting
PBUSE	Property Book Unit Supply–Enhanced
PDS	product distribution system
PIR	priority intelligence requirement
POB	Psychological Operations battalion
POCC	Psychological Operations component commander
POG(A)	Psychological Operations Group (Airborne)
POTF	Psychological Operations task force
PSE	Psychological Operations support element
PSYOP	Psychological Operations
RC	Reserve Component
ROE	rules of engagement
RPUAS	rucksack portable unmanned aerial system
RSOI	reception, staging, onward movement, and integration
S-1	personnel officer
S-2	intelligence officer
S-3	operations and training officer
S-4	logistics officer
S-6	command, control, communications, and computer systems directorate officer
S-9	civil-military operations staff officer
SATCOM	satellite communications
SB(SO)(A)	Sustainment Brigade (Special Operations) (Airborne)
SC(E)	Sustainment Command (Expeditionary)
SCI	sensitive compartmented information
SC(T)	Sustainment Command (Theater)
SDN–L	SOF Deployable Node–Light
SDN–M	SOF Deployable Node–Medium
SecDef	Secretary of Defense
SF	Special Forces
SFG(A)	Special Forces group (airborne)
SFLE	Special Forces liaison element
SFODA	Special Forces operational detachment A
SFODB	Special Forces operational detachment B
SFODC	Special Forces operational detachment C
SIGCEN	signal center
SIGINT	signals intelligence
SIMO	systems integration and maintenance office
SIPRNET	SECRET Internet Protocol Router Network
SJA	Staff Judge Advocate
SO	special operations

SOA	special operations aviation
SOAR(A)	special operations aviation regiment (airborne)
SOATC	special operations aviation training company
SOC	special operations command
SOCA	special operations communications assemblage
SOCCE	special operations command and control element
SOCJIC	Special Operations Command Joint Intelligence Center
SOCKOR	Special Operations Command Korea
SOCPAC	Special Operations Command Pacific
SOCRATES	Special Operations Command, Research, Analysis, and Threat Evaluation System
SOF	special operations forces
SOFJFE	special operations forces joint fires element
SOLE	special operations liaison element
SOMPE	Special Operations Mission Planning Environment
SOR	statement of requirement
SOTA	support operations team A
SOTF	special operations task force
SPTCEN	support center
SR	special reconnaissance
SSD	strategic studies detachment
STC	Special Troops Company
SWTG(A)	Special Warfare Training Group (Airborne)
TACLAN	tactical local area network
TACON	tactical control
TACP	tactical air control party
TACSAT	tactical satellite
TAGS	theater air-ground system
TAIS	Tactical Airspace Integration System
TCAE	technical control and analysis element
TCS	theater communications system
TDA	table of distribution and allowances
TIP	target intelligence package
TPFDL	time-phased force and deployment list
TSOC	theater special operations command
TSS	target selection standard
TST	time-sensitive target
TTP	tactics, techniques, and procedures
TUAS	tactical unmanned aerial system
UAS	unmanned aerial system
UHF	ultrahigh frequency

U.S.	United States
USACE	United States Army Corps of Engineers
USAF	United States Air Force
USAJFKSWCS	United States Army John F. Kennedy Special Warfare Center and School
USAMC	United States Army Materiel Command
USAR	United States Army Reserve
USASFC(A)	United States Army Special Forces Command (Airborne)
USASOC	United States Army Special Operations Command
USC	United States Code
USEUCOM	United States European Command
USFK	United States Forces Korea
USG	United States Government
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
UW	unconventional warfare
VHF	very high frequency
VoIP	Voice over Internet Protocol
WMD	weapons of mass destruction
WOT	War on Terrorism
WSADS	wind-supported aerial delivery system

SECTION II – TERMS

Army special operations forces

Those Active and Reserve Component Army forces designated by the Secretary of Defense that are specifically organized, trained, and equipped to conduct and support special operations. Also called ARSOF. (JP 1-02)

counterinsurgency

Those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency. Also called COIN. (JP 1-02)

special operations task force

A temporary or semipermanent grouping of ARSOF units under one commander and formed to carry out a specific operation or a continuing mission. Also called SOTF.

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DOCUMENTS NEEDED

None.

READINGS RECOMMENDED

None.

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